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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2010 to 30 June 2011 and budget for the period from 1 July 2012 to 30 June 2013

Report of the Secretary-General

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Summary

Pursuant to General Assembly resolution 59/296, the present report provides an overview of the financial and administrative aspects of the financing of United Nations peacekeeping operations. It outlines management initiatives proposed by the Department of Peacekeeping Operations and the Department of Field Support for 2012/13 and provides updated information on the implementation of the requests contained in Assembly resolution 65/289. The report also provides consolidated information on the performance of the budgets for the period from 1 July 2010 to 30 June 2011 and on the budget proposals for the period from 1 July 2012 to 30 June 2013. The overview report also includes sections on the status of the Peacekeeping Reserve Fund, management of contingent-owned equipment, liabilities to troop-contributing and formed police-contributing countries and death and disability compensation.

For the period from 1 July 2010 to 30 June 2011, total expenditure amounted to $7,585.3 million, against a total approved budget of $7,944.8 million, exclusive of budgeted voluntary contributions in kind, as summarized in the table below.

Financial resource performance
(Millions of United States dollars)

	1 July 2010 to 30 June 2011		*Variance*	
Peacekeeping component	*Apportionment*	*Expenditure*	*Amount*	*Percentage*
Missions	7 512.8	7 175.8	337.0	4.5
United Nations Logistics Base at Brindisi	68.2	68.1	0.1	0.1
Support account for peacekeeping operations[a]	363.8	341.4	22.4	6.2
Subtotal	**7 944.8**	**7 585.3**	**359.5**	**4.5**
Voluntary contributions in kind (budgeted)	8.8	6.8	2.0	22.3
Total	**7 953.6**	**7 592.1**	**361.5**	**4.5**

[a] Includes requirements for enterprise resource planning in the amount of $57.0 million.

Financial resources for peacekeeping operations for the period from 1 July 2012 to 30 June 2013 are estimated at $7,401.4 million, exclusive of voluntary contributions in kind, summarized as follows:

Financial resources

(Millions of United States dollars)

Peacekeeping component	*1 July 2011 to 30 June 2012 (apportionment)*	*1 July 2012 to 30 June 2013 (cost estimates)*	*Variance*	
			Amount	*Percentage*
Missions[a]	7 422.0	7 010.5	(411.5)	(5.5)
United Nations Logistics Base at Brindisi	68.5	70.5	2.0	2.8
Support account for peacekeeping operations[b]	344.8	320.4	(24.4)	(7.1)
Subtotal	**7 835.3**	**7 401.4**	**(433.9)**	**(5.5)**
Voluntary contributions in kind (budgeted)	6.4	8.6	2.2	33.4
Total	**7 841.7**	**7 410.0**	**(431.7)**	**(5.5)**

[a] For UNSOA, reflects preliminary 2012/13 estimates pending finalization of the proposed 2012/13 budget.

[b] Inclusive of requirements for enterprise resource planning in the amounts of $47.2 million for 2011/12 and $37.3 million for 2012/13.

The action to be taken by the General Assembly is set out in section VIII of the present report.

Abbreviations

AMISOM	African Union Mission in Somalia
BNUB	United Nations Office in Burundi
BINUCA	United Nations Integrated Peacebuilding Office in the Central African Republic
BONUCA	United Nations Peacebuilding Support Office in the Central African Republic
ECOWAS	Economic Community of West African States
ICAO	International Civil Aviation Organization
INTERPOL	International Criminal Police Organization
MINURCA	United Nations Mission in the Central African Republic
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
OHCHR	Office of the United Nations High Commissioner for Human Rights
ONUB	United Nations Operation in Burundi
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNICEF	United Nations Children's Fund
UNIFIL	United Nations Interim Force in Lebanon

UNIOGBIS	United Nations Integrated Peacebuilding Office in Guinea-Bissau
UNIOSIL	United Nations Integrated Office in Sierra Leone
UNIPSIL	United Nations Integrated Peacebuilding Office in Sierra Leone
UNISFA	United Nations Interim Security Force for Abyei
UNITAR	United Nations Institute for Training and Research
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIN	United Nations Mission in Nepal
UNMIS	United Nations Mission in the Sudan
UNMISS	United Nations Mission in South Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOAU	United Nations Office to the African Union
UNOCA	United Nations Regional Office for Central Africa
UNOCI	United Nations Operation in Côte d'Ivoire
UNODC	United Nations Office on Drugs and Crime
UNOMIG	United Nations Observer Mission in Georgia
UNOSOM	United Nations Operation in Somalia
UNOTIL	United Nations Office in Timor-Leste
UNOWA	United Nations Office for West Africa
UNPOS	United Nations Political Office for Somalia
UNRCCA	United Nations Regional Centre for Preventive Diplomacy for Central Asia
UNSCO	Office of the United Nations Special Coordinator for the Middle East Peace Process
UNSCOL	Office of the United Nations Special Coordinator for Lebanon
UNSMIL	United Nations Support Mission in Libya
UNSOA	United Nations Support Office for the African Union Mission in Somalia

UNTOP	United Nations Tajikistan Office of Peacebuilding
UNTSO	United Nations Truce Supervision Organization
UNV	United Nations Volunteers
WACI	West African Coast Initiative
WFP	World Food Programme

I. Status of peacekeeping

1. Over the 2012/13 period, United Nations peacekeeping operations will encounter significant political and operational challenges and changes that will demand a dynamic, complex and resource-intensive response from the international community. Building on efforts to strengthen the peacekeeping partnership and measures to strengthen its capacity to mount, direct and support peacekeeping operations, the Secretariat will sustain its efforts to deliver results within an extremely constrained financial context.

2. The upcoming 2012/13 financial period will witness challenges for United Nations peacekeeping operations across the globe. Peace and security operations in the Sudan and South Sudan will continue to demand significant attention and effort. The new medium-sized integrated multidimensional peacekeeping mission (UNMISS), established under Chapter VII of the Charter in July 2011 in the Republic of South Sudan, is delivering assistance and support to the nascent South Sudanese State institutions and is helping to build the capacity of the State in the areas of rule of law and governance, while also working to protect civilians and facilitate humanitarian aid. The United Nations Mine Action Service, in particular, has made a significant contribution to enabling aid access and to overall security. Strong, coordinated international support to the Government of South Sudan and to UNMISS will be important to ensure progress on the implementation of its mandate. The evolution of the security situation in South Sudan will require constant monitoring and assessment. Given the currently prevailing security situation, however, including the situation in Jonglei state, it is necessary to maintain the currently authorized troop ceiling of 7,000 for UNMISS to be able to deliver on its mandated tasks.

3. The Security Council also established UNISFA on 27 June 2011, for an initial period of six months, with a protection of civilians mandate. The significant logistical challenges in supporting the deployment and operations of UNISFA include long supply chains from Port Sudan and South Sudan, constraints on the operational availability of a logistics space, and gaps in essential support personnel. The Mission has also faced difficulties replacing outgoing military observers and staff officers critical to the operations. The deployment of UNISFA to the Abyei area was completed in January 2012 and the Mission is likely to continue during the 2012/13 period. The leadership of the Department of Peacekeeping Operations and the Department of Field Support continue to be heavily engaged in addressing these and other operational and logistical challenges through regular consultations with the Governments of Sudan, South Sudan and troop-contributing countries.

4. Currently the largest peacekeeping mission in operation, UNAMID continues its work in Darfur, having reached nearly full deployment of troops, police and civilian personnel. While the Mission has contributed to a decrease in overall insecurity levels, UNAMID personnel continue to be the target of banditry, carjackings and kidnappings. The consolidation of peace in the region will continue to require significant effort on the part of the international community. As requested by the Security Council in its resolution 2003 (2011), a review of UNAMID is under way to ensure the most effective and efficient use of its resources.

5. In the Horn of Africa, while the situation remains extremely volatile, the Security Council maintains its intent to establish a United Nations peacekeeping

operation in Somalia as a follow-on force to AMISOM at the appropriate time. The Department of Field Support, through UNSOA, continues to deliver essential logistical services to African Union peacekeepers. At the same time, the Department of Peacekeeping Operations, through UNOAU and the Somalia Planning and Coordination Team continue to provide technical and expert advice to the African Union Commission in the planning and management of AMISOM and to plan for a United Nations peacekeeping operation in Somalia.

6. The past year has also seen watershed events in West Africa. The violent post-electoral crisis in Côte d'Ivoire has tested our ability to continue implementing peacekeeping mandates under extremely adverse circumstances. Assisting the Government in stabilizing the security situation, strengthening the rule of law, reforming security services and disarming and demobilizing ex-combatants are topmost priorities of UNOCI. Cross-border issues also remain a key challenge in West Africa, including between Côte d'Ivoire and Liberia, where the presence of mercenaries and militia elements continues to pose a serious threat to regional security. UNOCI and UNMIL are working with the Governments of Côte d'Ivoire and Liberia to address these cross-border challenges, in close collaboration with ECOWAS and other partners.

7. In Liberia, progress continued to be made in consolidating peace with the support of the international community, despite new humanitarian and security challenges associated with the crisis in Côte d'Ivoire. Following the presidential and legislative elections held in October and November 2011 and the installation of the next Government in January 2012, the priority of UNMIL, in keeping with its strategic goal of helping Liberia to achieve a steady state of security with national security institutions that are able to perform independently of a peacekeeping operation, will be to develop and implement with the Government and its partners a strategy for the progressive handover of UNMIL security and other responsibilities to national authorities.

8. In West Africa, efforts to deal with the emerging threat of transnational organized crime gained traction through WACI, a joint programme of the Department of Peacekeeping Operations, the Department of Political Affairs/UNOWA, UNODC and INTERPOL to support ECOWAS efforts to combat drug trafficking and organized crime. WACI aims to strengthen efforts of the national authorities to counter organized crime by building capacities, and confidence in effective national police and justice systems. Supported by UNOCI, UNMIL, UNIOGBIS and UNIPSIL, and facilitated by the Police Division of the Department of Peacekeeping Operations, nascent transnational crime units are being established in the host-State police services of the four pilot countries (Côte d'Ivoire, Guinea-Bissau, Liberia and Sierra Leone).

9. The peacekeeping operations in the Middle East continue to effectively implement their mandates. The Department of Peacekeeping Operations and the Department of Field Support have offered full support to the planning and deployment of UNSMIL led by the Department of Political Affairs. Building on the gains made through the implementation of the global field support strategy, including the establishment of the Global Service Center, which comprises the capabilities of the United Nations Logistics Base at Brindisi and the United Nations Support Base at Valencia, Spain, the United Nations was able to mount a field mission with a lighter mission support footprint on the ground than for the

substantive side of the mission. For its part, the Department of Peacekeeping Operations is working with UNSMIL to explore with the Libyan authorities how it may assist in the areas of public safety, community-oriented policing, the rule of law and transitional justice and the demobilization of former fighters. The Joint Mine Action Coordination Team is coordinating the efforts of 10 clearance teams and, as at November 2011, had cleared a total of 53,010 items, including from 58 schools contaminated with explosive remnants of war, and delivered risk education to over 20,000 direct beneficiaries.

10. In the Democratic Republic of the Congo, MONUSCO is delivering logistical, technical and good offices support to the organization and conduct of national, provincial and local elections from 2011 to 2013. The size of the country, the more than 18,000 candidates in the parliamentary elections and the large number of national and international partners present an exacting challenge. The objectives outlined in Security Council resolution 1991 (2011) serve as a yardstick to measure progress towards an end-state that would enable MONUSCO presence to come to a successful conclusion without the risk of a major relapse into instability and conflict in the Democratic Republic of the Congo. The shortage in military helicopters has negatively impacted MONUSCO mandate implementation, rendering the Mission incapable of maintaining the tempo of military operations to enhance the protection of civilians, sustain forward bases in remote areas, deter Congolese and foreign armed group activities and carry out disarmament, demobilization and reintegration/rehabilitation and reintegration programmes. Any new pressure following the recent presidential polls to drawdown MONUSCO troops would pose still further challenges to delivering the mandate of the Mission in these key areas.

11. With the appointment of a new Government in October 2011 after five months of political gridlock, Haiti is now able to focus renewed efforts to rebuild after the devastating 12 January 2010 earthquake. As MINUSTAH is returning to its pre-earthquake troop and police levels, the Mission will concentrate on fostering political dialogue and consensus, and on strengthening the capacity of Haiti's institutions to ensure good governance and uphold the rule of law, key conditions to enabling the Mission's eventual withdrawal. Pivotal to success in these areas is the continued collaboration of the Mission with the national authorities and sustained support to the Haitian National Police reform plan. Given its proven value, the community violence reduction programme will receive more attention and be directed at strengthening the judicial system and addressing conditions in prisons and detention facilities. The series of measures taken by MINUSTAH following the cholera outbreak will continue, including in the areas of distribution of various water purification devices/plants, and the establishment of community projects to mitigate the impact of the outbreak.

12. In Timor-Leste, UNMIT is expected to downsize after the 2012 elections, leading to a transition to national institutions and other partners and some form of reduced United Nations presence. UNMIT will continue to work closely with the Government of Timor-Leste and other stakeholders to ensure an effective joint transition process. Signed in September 2011, the plan developed jointly with Timorese authorities will guide the work of UNMIT and the United Nations system towards a smooth handover of responsibilities and continuity in longer-term capacity development efforts with regard to, inter-alia, police, justice and socio-economic development across key institutions and functions.

13. As the above tour d'horizon highlights, United Nations peacekeeping mandates continue to evolve and today encompass a diverse array of tasks and activities that go well beyond the activities originally mandated to traditional peacekeeping missions, such as monitoring ceasefires. Through the 1990s, peacekeeping mandates expanded dramatically, with missions charged not only with supporting the implementation of comprehensive peace accords, but, in exceptional cases, even with transitional administration, such as in Timor-Leste and Kosovo. Seven missions currently focus largely on the protection of civilians. MONUSCO illustrates the challenges confronted by operations deployed across a vast country, where different regions at very different stages of stabilization or reconciliation require a coordinated presence and associated levels of mission support.

14. These challenges highlight the need for flexible systems and capacities to enable United Nations peacekeeping to respond to changing circumstances on the ground. They demand strong field leadership with clear strategic direction from United Nations legislative organs and the Secretariat. The complex challenges of these mandates require specialized skills and personnel of the highest calibre. Mandate delivery will increasingly depend on the ability to rapidly deploy, in addition to the military units, police and civilian capacities, across the whole spectrum of peacekeeping activities and increasingly in the areas of political and civil affairs, rule of law and security sector reform. The critical role of and need to provide adequately trained and equipped military and formed police units, individual military and police experts, and key enablers to meet these exacting challenges cannot be overstated.

15. Today, more than ever, the most salient comparative advantage of United Nations peacekeeping is its unique universal legitimacy and ability to offer a common platform to blend political, stabilization, rule of law, human rights and other expertise through the coherent deployment of significant military, police, civilian and logistical operational capabilities, and its ability to bring these capacities to bear in support of sustaining and building peace and establishing the foundations for good governance. While the past decade has witnessed significant developments and strengthening of the capacity of the Secretariat to plan and manage peacekeeping operations, realizing the full potential and promise of United Nations peacekeeping requires sustained engagement by all peacekeeping partners to ensure that peacekeeping mandates are clear and achievable and that all operations are equipped to respond effectively and rapidly to the complex demands of countries and populations emerging from conflict.

16. Table 1 provides an overview of trends in peacekeeping operations for the financial periods from 2005/06 to 2012/13.

Table 1
Scope of peacekeeping, political and peacebuilding missions and support to missions

Peacekeeping component	*2005/06*	*2006/07*	*2007/08*	*2008/09*	*2009/10*	*2010/11*	*2011/12*	*2012/13*
A Peacekeeping missions[a,b]								
Ongoing missions	17	16	17	18	17	16	16	16
Missions closed	1	1	—	2	1	1	1	—
Countries contributing military and police personnel	109	117	119	118	117	115	115	115
Military contingents	62 811	70 972	74 032	79 723	84 563	83 177	93 237	91 485
Military observers	2 671	2 541	2 504	2 178	2 245	2 199	2 082	2 082
Police	7 242	9 657	11 547	10 975	13 500	14 233	17 235	16 225
Total uniformed personnel	**72 724**	**83 170**	**88 083**	**92 876**	**100 308**	**99 609**	**112 554**	**109 792**
International civilian personnel[c]	6 329	6 901	7 529	8 068	8 451	8 150	9 690	9 272
Local civilian personnel[c]	8 654	11 091	12 378	12 279	14 120	13 939	14 601	14 159
Total civilian personnel in missions	**14 983**	**17 992**	**19 907**	**20 347**	**22 571**	**22 089**	**24 291**	**23 431**
Financial resources[d] (billions of United States dollars)	4.4	4.9	6.0	6.8	7.2	7.2	7.4	7.0
B Support missions								
Civilian personnel to support missions[c]	974	958	1 173	1 313	1 406	1 464	1 858	1 860
Financial resources to support missions (millions of United States dollars)[f]	163.5	210.6	262.7	316.3	376.4	409.5	413.3	390.9
C Political and peacebuilding missions[a,g]	*2005*	*2006*	*2007*	*2008*	*2009*	*2010*	*2011*	*2012*
Number of ongoing missions[h]	11	11	11	12	12	12	13	13
Total uniformed personnel	**139**	**263**	**469**	**344**	**357**	**343**	**366**	**463**
International civilian personnel[c]	980	681	1 289	1 036	1 135	1 227	1 281	1 755
Local civilian personnel[c]	741	1 511	2 140	2 071	2 322	2 716	2 590	3 052
Total civilian personnel in missions	**2 721**	**2 192**	**3 429**	**3 107**	**3 457**	**3 943**	**3 871**	**4 807**
Financial resources (millions of United States dollars)[i]	217.1	249.2	384.0	404.0	446.8	547.7	571.0	561.8

(Footnotes on following page)

(Footnotes to Table 1)

[a] Represents actual figures as of 30 June from 2005/06 to 2010/11, approved levels for 2011/12 and proposed numbers for 2012/13. They supersede the data provided in document A/65/715.

[b] Includes UNMOGIP, UNTSO and UNSOA but excludes the United Nations Logistics Base at Brindisi and support account.

[c] Including positions funded under general temporary assistance; international civilian personnel includes United Nations Volunteers.

[d] Excluding UNMOGIP and UNTSO. Actual expenditures of all peacekeeping missions from 2005/06 to 2010/11, approved budgets for 2011/12, proposed 2012/13 budgets, and for UNSOA, preliminary 2012/13 estimates pending finalization of its budget.

[e] Number of posts funded from the support account, the regular budget (Department of Peacekeeping Operations/Department of Field Support) and the United Nations Logistics Base at Brindisi: data for the period 2005/06 to 2010/11 represent actual data; data for 2011/12 comprise the actual number of posts for regular budget and approved ceiling for the United Nations Logistics Base at Brindisi and support account; data for 2012/13 represent the budgeted level.

[f] Data for the support account and the United Nations Logistics Base at Brindisi. Actual expenditures of all peacekeeping missions from 2005/06 to 2010/11, approved budget 2011/12 and proposed budget for 2012/13.

[g] Financial year from 1 January to 31 December, represents actual numbers as of 30 December from 2005 to 2010; actual data as at 30 November for 2011, and approved level for 2012.

[h] Includes: BINUCA; BNUB; BONUCA; Office of the Special Representative of the Secretary-General for the Great Lakes Region; UNAMA; UNAMI; UNIOGBIS; UNIOSIL; UNIPSIL; UNMIN; UNOCA; UNOGBIS; UNOTIL; UNOWA; UNPOS; UNRCCA; UNSCO; UNSCOL; UNSMIL; UNTOP.

[i] Relates to calendar year actual expenditures up to 2011 and approved for 2012, including all special political missions.

[j] Based on current mandates of ongoing missions.

II. From reforms to results in the field

17. The Secretariat reforms of peacekeeping operations continue in four areas: (i) strengthening mission planning and oversight; (ii) building policy consensus; (iii) improving capabilities; and (iv) improving the delivery of support to field-based missions.

A. Strengthening mission planning and oversight

18. To strengthen mission planning and oversight, it is now established practice for the Secretariat to brief the Security Council and troop- and police-contributing countries before the renewal of mandates, as well as before and after technical assessment missions. Between 1 July 2010 and 30 June 2011, the Secretariat conducted 45 consultations with troop- and police-contributing countries. This practice has strengthened triangular cooperation between the Security Council, troop- and police-contributing countries and the Secretariat in meeting key operational challenges. As an illustration, the significant challenges confronted in the implementation of the mandate of MONUSCO for the protection of civilians in the Democratic Republic of the Congo have been a frequent topic of discussion between the Secretariat and the troop- and police-contributing countries. The lack of

the helicopters necessary to ensure effective implementation of mandate of MONUSCO has been an important element of this mission's planning discussions.

19. The Secretariat has worked with Member States to review and improve command and control within peacekeeping. A comprehensive internal evaluation of command and control is under way, drawing on the views of members of the Special Committee for Peacekeeping Operations and field missions, in particular their Force Commanders is nearing completion. Its completion is scheduled for the first quarter of 2012, the results of which will be communicated to the Special Committee on Peacekeeping Operations.

20. In the area of integration with the United Nations agencies, funds and programmes, all of the missions led by the Department of Peacekeeping Operations, except UNMISS, operating under the principle of integration now have in place integrated strategic frameworks that identify common strategic objectives and a clearer allocation of key roles across the United Nations system.

21. As reflected in the report of the Secretary-General on the implementation of the integration operational teams (A/65/669), nine integrated operational teams among the four regional divisions of the Office of Operations of the Department of Peacekeeping Operations continue to serve as a principal entry point for political, operational and integrated planning issues for all peacekeeping partners on mission-specific matters. The teams are responsible for delivering integrated operational and political guidance and support to field missions on day-to-day mission-specific issues that cut across more than one area of expertise, and for coordinating the mission-specific reporting obligations of the Secretary-General to the Security Council. Each team continues to include political, military, police and support specialists, drawing on expertise from other areas as required.

22. The report of the Secretary-General found that the teams functioned effectively and that their success in large measure was due to the ability of the Department of Peacekeeping Operations and the Department of Field Support to assign specialist officers across the teams flexibly, including to field missions or to projects in specialist areas to meet the constantly changing scenarios that peacekeeping operations present. In its report (A/65/19), the Special Committee on Peacekeeping Operations took note of the report and urged the Secretariat to ensure the optimal configuration of integrated operational teams through the enhancement of their flexibility and an effective use of resources.

23. The Assistant Secretary-General for Peacekeeping Operations convened a senior-level task force in which representatives of all specialist areas participated. The task force began what will become an established periodic review of integrated operational teams with the purpose of ensuring that the Office of Operations of the Department of Peacekeeping Operations can take prompt action to ensure that the integrated operational team configuration matches the dynamic political and operational management requirements of the field mission they backstop.

24. In keeping with the findings set out in the above-mentioned report of the Secretary-General, the senior-level task force has reaffirmed that a tiered approach to the configuration of the integrated operational teams continues to be required and that the co-located integrated operational team model should be used for mission start-up, crises, transition and/or closure. Should integrated operational team specialist resources (military, police, administrative and support) not be required for

direct assignment to a specific integrated operational team, they would be temporarily assigned to perform key, priority functions in the parent specialist area, while remaining on call to be rapidly recalled to the Office of Operations or temporarily deployed — as in the past — to meet short-term emergency requirements in the field or rapidly recalled by the Office of Operations to respond to emergent needs. In case of temporary re-assignments to meet other, more pressing needs in other integrated operational teams or in the field or to projects in the specialist areas, the first priority for the utilization of these resources will continue to be the delivery of integrated support to the field, given that the primary purpose of the specialist resources approved by the General Assembly in 2007 and 2008 was to provide an integrated capacity for the day-to-day planning, direction and management of peacekeeping operations. The Department of Peacekeeping Operations and the Department of Field Support view this approach as a means of ensuring both the efficient and optimal use of available resources and the ability to absorb within existing resources the delivery of key projects in support of field operations.

25. Similarly, in the event of mission closure or downsizing, the posts of Political Affairs Officers of the integrated operational teams (of which the Office of Operations is also the parent unit) will be either redeployed to support other missions or cut, should an internal assessment find that these posts are no longer required.

26. A continuing programme of periodic reviews by the senior-level task force has been introduced as a means of enhancing functional oversight and regularly validating the optional configuration of the integrated operational teams. Further, the senior-level task force will also assess how expertise within the Department of Peacekeeping Operations in the functional specialist areas is solicited and provided to ensure integrated support to the field missions.

27. Moreover, the Office of Operations, with the full support of the Department of Peacekeeping Operations and the Department of Field Support senior management team, will continue to maintain consistency across teams in the functions, the degree of empowerment and authority and the delivery of outputs by the various teams. To that end, the Under-Secretaries-General for Peacekeeping Operations and Field Support have approved the senior-level task force to establish measures to strengthen the interface between the specialist integrated operational team officers and their parent offices and to empower specialist officers to speak on behalf of the specialist area; and, in so doing, to accelerate and improve the delivery of integrated support. Under this revised arrangement, all specialist integrated operational team officers will have direct functional reporting lines to units within their parent office: military liaison officers to Chief of Staff of the Office of Military Affairs; police liaison officers to the Deputy Police Adviser; and administrative and support officers to the Office of the Assistant Secretary-General for Field Support.

28. The Secretariat is also working to improve crisis management and decision-making through the establishment of a common United Nations operations and crisis centre. The United Nations operations and crisis centre will build on economies of scale, drawing existing capacities from the Executive Office of the Secretary-General, the Department of Peacekeeping Operations, the Department of Field Support, the Department of Safety and Security, the Department of Political Affairs, the Office for the Coordination of Humanitarian Affairs, the Department of Public

Information and UNDP. It will capitalize upon synergies throughout the system, becoming the sole venue at United Nations Headquarters for managing crises in the field, and meeting the need for common situational awareness. The Peacekeeping Situation Centre, which will be situated within the United Nations operations and crisis centre, will continue to backstop peacekeeping operations on a day-to-day basis, under existing departmental reporting lines, while at the same time contributing to the system-wide effort. The Chief of the Peacekeeping Situation Centre will be "double-hatted" as the Chief of the United Nations operations and crisis centre. The United Nations operations and crisis centre is cost neutral, harnessing existing resources. It is an effective solution to addressing system-wide needs and a practical demonstration of the United Nations "delivering as one".

B. Building policy consensus

29. By its nature, building consensus on critical roles of United Nations peacekeepers has required deep engagement with Member States. The Secretariat has undertaken a number of initiatives over the past three years to improve its implementation of protection of civilian mandates. Some of that work has focused on bringing greater clarity to the role of United Nations peacekeeping in the protection of civilians, while other initiatives have centred on helping missions to better orient themselves towards the task. The development of a framework to inform the preparation of mission-specific protection of civilian strategies, as requested by the Special Committee on Peacekeeping, is an illustration of work in this area. In the year ahead, the Secretariat will focus on assisting the eight missions with a mandate to protect civilians (MINUSTAH, MONUSCO, UNAMID, UNIFIL, UNISFA, UNMIL, UNMISS and UNOCI) to achieve practical results on the ground, including through the use of the tools already developed, or that are being finalized.

30. The Secretariat has briefed the Special Committee on a new package of protection of civilians training materials, including scenario-based training, which has been made available to Member States, training institutes and field-based missions. The analysis of the resources and the capabilities required for the implementation of protection of civilians mandates will be finalized within the first quarter of 2012. While national Governments bear a sovereign responsibility for the protection of civilians, missions must engage in a comprehensive manner using all the tools in their toolbox. Good practice includes examples of several mission components coming together, such as in the joint protection teams in the Democratic Republic of the Congo. Formed police units have provided valuable operational support to national police services and have themselves contributed to a safer environment by conducting high-visibility patrols and contributing to protection in and around camps of internally displaced persons. Building the capacity of national Governments across the whole spectrum of the rule of law to provide protection through security sector reform, police reform and other efforts is essential.

31. Furthermore, good progress has been made in further articulating the role of peacekeepers as early peacebuilders. While it is recognized that peacebuilding is an inherently national process, peacekeeping operations have been helping national authorities by articulating peacebuilding priorities, enabling efforts in areas where others lead, and implementing directly a select set of peacebuilding tasks. The Department of Peacekeeping Operations and the Department of Field Support have finalized a strategy on how to prioritize and to sequence the early peacebuilding

tasks of peacekeeping operations. As requested by the General Assembly in its resolution 65/290, the strategy has been consulted and shared through informal briefings with the Special Committee on Peacekeeping Operations, the Security Council Working Group on Peacekeeping Operations and the Peacebuilding Commission. The strategy is an internal guidance document developed based on practical experience. Given the need to tailor the response to national needs and capacities, the guidance is not a fixed template. The focus in the coming year will be on applying the considerations presented by the strategy to help missions target their activities and shape their peacebuilding partnerships. One example is a planning toolkit being developed that will assist in applying the strategy in planning for start-ups, adjustments or transition of missions. The Secretariat will attempt to focus peacekeeping activities on immediate priorities, and will not expand them across the whole spectrum of longer-term peacebuilding tasks.

32. Additional work is under way in two additional areas related to peacebuilding: strengthening transitions processes; and examining the socio-economic impact of peacekeeping to inform recommendations for a more strategic and systematic approach to maximize the contribution to the socio-economic development of the countries where the missions are deployed. On transitions processes, building on extensive lessons learned and best practices, the Department of Peacekeeping Operations and the Department of Field Support and its United Nations partners developed a concept note on United Nations transitions highlighting critical challenges around the drawdown and withdrawal of peacekeeping and special political missions. The note was formally endorsed by the Integration Steering Group in November 2011. It forms the basis for further consultations within the Integration Steering Group with a view to developing United Nations-wide strategic guidance on the planning and the management of transitions processes, which is expected to be finalized in April 2012.

33. Finally, during 2010 and 2011, the Secretariat organized three regional conferences to discuss deterrence, the use of force, and operational readiness in United Nations peacekeeping. The findings of these conferences, which were attended by senior military experts from approximately 50 troop-contributing countries and other Member States, will be presented to the Special Committee on Peacekeeping Operations to assist in facilitating consideration of the wider strategic issues involved and support the development of guidance material for peacekeeping operations and troop-contributing countries in the area of the use of force and the implementation of a flexible system for the evaluation of the operational readiness of military contingents and force headquarters.

C. Improving capabilities

34. The third area of reform is capability development. With the support of Member States, the Secretariat has been pursuing a comprehensive strategy to improve capabilities across all peacekeeping components with the aim of filling critical capabilities gaps and ensuring that peacekeepers are prepared, equipped and enabled to deliver. The implementation of this approach over the coming year will be critical for shaping a comprehensive approach to obtaining required capabilities to effectively carry out mandated peacekeeping functions.

35. The implementation of this approach has targeted three areas: (i) developing guidance and baseline capabilities requirements; (ii) strengthening training and education for uniformed and civilian personnel; and (iii) generating and sustaining critical resources.

(i) Developing guidance and baseline capabilities requirements

36. In the development of guidance and baseline capabilities standards, three pilot initiatives focused on select military components in United Nations peacekeeping operations should be completed within the first quarter of 2012. Conducted in consultation with troop-contributing countries, these pilots have helped to identify common, baseline operational standards for infantry battalions, military staff officers and military medical support. They provide the basis for substantive training materials, which will represent a significant contribution to enhancing the preparedness, the effectiveness and the interoperability of these critical components.

37. Guidance development in the area of rule of law and security institutions has also progressed, with, for example, the production of system-wide interim technical guidance notes in key security sector reform areas and a toolkit for disarmament, demobilization and reintegration programme management. The United Nations Rule of Law Indicators tool, developed jointly by the Department of Peacekeeping Operations and OHCHR and endorsed through the Rule of Law Coordination and Resource Group, has been completed and implemented in Liberia, Haiti and South Sudan. Other critical contributions to guidance development are the work begun to create a strategic guidance framework for United Nations police and the review of guidelines for selection assistance teams and special police assessment teams.

(ii) Strengthening training and education for uniformed and civilian personnel

38. Training is essential to capability development. The Department of Peacekeeping Operations and the Department of Field Support have undertaken considerable work in this area across all peacekeeping components. Action has been taken, within the available resources, to address all phases of the training cycle, from the identification and the prioritization of training needs, to setting standards; from efficient delivery of training to monitoring and evaluation.

39. The first guiding principle of the training policy of the Department of Peacekeeping Operations and the Department of Field Support is that all training must contribute to enhanced mandate implementation. This is consistent with the view emphasized by the Advisory Committee on Administrative and Budgetary Questions in its report dated 21 April 2011 (A/65/743, paras. 114 and 115). Through the work of the Integrated Training Service, the Department of Peacekeeping Operations and the Department of Field Support seek to ensure that peacekeeping training contributes to enhanced capabilities in the field and at Headquarters. integrated mission training centres have been given standard templates to assist them in preparing comprehensive mission training plans, along with guidance on strategic priorities to be taken into account when planning and budgeting training activities. Predeployment training of individual uniformed personnel and formed units remains the responsibility of the troop- and police-contributing countries. Cross-cutting peacekeeping issues are addressed through predeployment training for international civilian personnel, delivered regularly at the Global Service Center.

In-mission mandate delivery training, in the form of induction and ongoing training, is organized for all categories of peacekeeping personnel.

40. Efforts also continue to promote coordination in adapting or delivering training designed by other departments and offices for peacekeeping personnel. In the area of leadership and management training, for example, the Department of Peacekeeping Operations and the Department of Field Support design the content of leadership training courses delivered by the Integrated Training Service (Senior Mission Administration and Resource Training Programme (SMART) and senior mission leadership course), taking into account leadership training organized by the Department of Management. The objective is to avoid duplication of effort and overlap with centrally organized professional development training, such as the Management Development Programme and the Leadership Development Programme. The Department of Peacekeeping Operations and the Department of Field Support also facilitate coordination and the exchange of information between the integrated mission training centres and the departments and offices at Headquarters, in particular the Department of Management, the Department of Safety and Security and the Ethics Office, particularly with regard to mandatory or highly recommended training activities, in line with organizational policies. The Department of Peacekeeping Operations and the Department of Field Support focus their efforts on promoting coherence, coordination and cost-effectiveness of training initiatives of different entities directed at peacekeeping personnel, and on establishing a clear division of labour in each case. Prioritizing such training remains a challenge, however, particularly in the context of overall reduced resources for training. The Department of Peacekeeping Operations and the Department of Field Support will conduct a global peacekeeping training needs assessment in 2012 that focuses primarily on mandate implementation and capability development. The assessment will, however, also address the issue of individual professional development training requirements and initiatives of other Headquarters departments and offices relevant for peacekeeping personnel. Results of this assessment, expected in the third quarter of 2012, will be reported to the General Assembly at its sixty-seventh session in the context of the overview report.

41. The Department of Peacekeeping Operations and the Department of Field Support are currently working with UNITAR and the United Nations System Staff College to develop a civilian core curriculum for peacekeeping personnel, as part of training standards development. An initial mapping has begun to identify existing training adaptable to the needs of civilian peacekeeping staff. The development of joint training projects for Headquarters and field-based staff members is envisaged. A training outreach and communications strategy is being developed to engage more widely and effectively with peacekeeping training institutions and other partners through a variety of tools, such as the web-based peacekeeping training Community of Practice.

42. The Department of Peacekeeping Operations has completed standardized materials for integrated training on protection of civilians and for military officers deployed individually. Training standards are being finalized for military staff officers at Force Headquarters. A newly designed training curriculum for United Nations police on investigating and preventing sexual and gender-based violence was completed in 2011, and five regional training-of-trainers have been conducted. A pilot training-of-trainers has also been conducted to finalize the train-the-trainers curriculum for formed police units. Two further courses are planned for 2012. Work

is also progressing on scenario-based, mission-specific training for infantry battalion leadership. The development of standards and materials for cross-cutting thematic and job-specific training is in progress in a number of fields, including courses on child protection and aimed at implementing the guidelines for integrating a gender perspective into the work of the United Nations military in peacekeeping operations, the launch of a computer-based training course for disarmament, demobilization and reintegration specialists, and training in child protection for military peacekeepers. The delivery of the specialist training of the Department of Peacekeeping Operations in the rule of law area and its comprehensive training programme for judicial affairs officers and for seconded corrections officers and corrections staff not only contribute to the greater coherence of rule-of-law efforts in the context of peacekeeping, but also serve as system-wide resources for all stakeholders.

43. Several projects are under way that seek to leverage information technology in training delivery. In the absence of an e-learning platform, the Department of Peacekeeping Operations and the Department of Field Support have continued to explore and make use of web-based conferencing, shared drives and digital training distribution in order to increase reach and reduce the costs of training delivery. Recently developed Department of Peacekeeping Operations and Department of Field Support content made available through these means include the Department of Peacekeeping Operations/Department of Field Support induction training course; new courses in disarmament, demobilization and reintegration; and courses on fuel management available on compact discs. Depending on available information technology capacity, electronic courses are also available in some missions on a range of technical and cross-cutting topics, including integrity awareness, prevention of sexual harassment and the International Public Sector Accounting Standards (IPSAS). In October 2011, the Office of Human Resources Management issued new Secretariat guidelines for the development of e-learning projects. The guidelines have been widely disseminated to those involved in training for peacekeeping. The continued lack of a common Secretariat-wide platform to host e-learning remains, however, a major impediment to realizing the full potential of this mode of training delivery.

44. Despite efforts to improve the monitoring and the evaluation of training, major impediments continue to prevent the Secretariat from capturing reliable data about the full range of training activities presented in the report of the Secretary-General on the progress of training in peacekeeping dated 21 December 2010 (A/65/644). The Department of Peacekeeping Operations and the Department of Field Support have made progress on the development of the electronic training management system for peacekeeping missions, but the system is still in its early pilot stage. When fully developed and operational, the system will facilitate the delivery and the tracking of training activities in field missions, as well as create and maintain a training history for each peacekeeper. No system is currently in place to capture data on all peacekeeping-related training activities conducted across the United Nations system.

45. In its reports dated 29 April 2009 (A/63/746) and 21 April 2011 (A/65/743), the Advisory Committee on Administrative and Budgetary Questions requested more information on the methodology for costing training activities and clear criteria for the utilization of in-house capacity and consultancy services. The methodology for costing peacekeeping training activities and criteria applied to the

use of in-house capacity or consultancy services reflect such factors as the scope, the level, the nature and the objectives of the activity and availability of in-house expertise. The Department of Peacekeeping Operations/Department of Field Support Integrated Training Service approach to planning and conducting training activities aims at reducing delivery costs, improving quality and increasing efficiency. Each training-related activity is determined through a cost analysis, which compares the costs of alternative venues, dates and service providers.

46. Training budget decisions take into account the need to optimize the use of available resources by minimizing overall costs of travel and subsistence through the selection of venues and facilities, taking into account travel distances and related factors. Where possible and appropriate, specialized mission training has been organized on a regional or joint basis, with costs shared among participating missions. Examples include joint regional training activities for missions in Africa and the Middle East in technical and managerial areas such as transport, dangerous goods regulations, client orientation, competency-based interviewing, supervisory skills development and performance management. In some instances, the costs of training activities delivered in missions are based on systems contracts negotiated by the Office of Human Resources Management with service providers for activities such as delivery of the Management Development Programme and various courses in information technology and specialized areas like geographic information systems. In other cases, such as training-of-trainers, technical advice and other training activities organized and conducted by the Department of Peacekeeping Operations/Department of Field Support to support Member States, costs may vary when taking into account the need to diversify training locations to give equitable treatment and ensure participation across different regions and geographical areas.

47. Costs associated with the development of training standards, curricula and training materials are based on the scope of the subject area, as well as the degree and the type of research and consultation required. Such costs include those associated with consultative workshops involving troop- and police-contributing country experts, mission personnel and/or expert consultants, as well as costs of field research, pilot trainings or other validation exercises. The costs of training-of-trainer and similar courses are determined by the number of participants and trainers, the location and the duration of the training and the related travel and subsistence costs. Planning such activities takes into account the availability (or absence) of extrabudgetary financial or in kind support from host countries or institutions, as well as the needs of some Member States for assistance in funding the participation of their nationals. In accordance with the established practice of Department of Peacekeeping Operations/Department of Field Support, Integrated Training Service-conducted training recognition[1] is normally provided on a travel and related cost-recovery basis, agreed between the requesting Government or institution and the Department of Peacekeeping Operations and the Department of Field Support.

48. The delivery costs of specific training courses, whether financed by the support account or mission budgets, are based on similar factors and take into account the number of trainees, as well as the personnel and services required to

[1] "Training recognition" is the formal acknowledgement by the Department of Peacekeeping Operations that training conducted by an institution meets Department of Peacekeeping Operations standards.

achieve the specified learning outcomes. A concerted effort is under way to develop the cadre of mission personnel certified to deliver certain core and specialized courses, thereby reducing or eliminating travel and related costs for visiting trainers or consultants.

49. In all cases, the Department of Peacekeeping Operations and the Department of Field Support make all possible efforts to minimize the use of consultancy services and, where it must use a consultant, the Departments respect the schedule of payments for consultancy services established by the Department of Management. Consultancies for peacekeeping training activities are limited almost exclusively to the engagement of subject area specialists or experts not available within the Secretariat, whose knowledge or skills are required to achieve training objectives. In the case of the SMART Programme, for example, the use of outside consultants as presenters or subject experts has been almost entirely eliminated by drawing primarily on in-house expertise. Limited use is made of consultants for senior leadership training where there is a need for the expertise, historical perspective and proven skills of senior practitioners as presenters, facilitators or mentors. Current senior officials can play only a limited role in such training, given the demands on their time.

(iii) Generating and sustaining critical resources

50. Generating and sustaining the required resources for peacekeeping operations remain critical challenges to effective mandate implementation. The physical gaps in peacekeeping capabilities are most visible with respect to the requirements for military utility and attack helicopters. The ongoing shortage of military helicopters exacerbates situations where the lack of mobility and road infrastructure hinder efforts to protect civilians, prevent and respond to violence, and/or adequately support elections. The shortage is particularly acute in UNAMID, UNMISS and MONUSCO. Addressing these gaps is critical to meet the mandate to protect civilians and ensure the safety and security of peacekeeping personnel.

51. The Department of Peacekeeping Operations and the Department of Field Support are working together to enlarge the pool of potential contributors, by conducting systematic outreach over the last year to current and potential new troop- and police-contributing countries; enhancing communication with the Security Council and the troop-contributing countries to address identified gaps, including the ways helicopter assets are generated, utilized and reimbursed; and, by reviewing within the Department of Field Support aspects of letters of assist to address some concerns raised by Member States about compensation for real-time costs. The methods and practices to communicate resource requirements to Member States (the so-called gap lists) were also reviewed and an effort is under way to refine, and render more strategic, the force generation process. In the context of the role of the Secretariat to assist the capacity-building activities between and across Member States and other organizations, the concept of a "clearing house" for Member States contributions is currently being developed on the basis of an evaluation conducted in 2011. Through this mechanism, Member States could share capability development needs for uniformed assets, which could then be matched with donor assistance to overcome deficiencies. The implementation of the initial findings of this evaluation is under way and is expected to strengthen the capacity of the Secretariat to improve engagement with Member States on capability gaps. The

resource implications of full implementation of all of the evaluation findings remain under consideration.

52. The past year also has seen innovative steps to improve inter-mission cooperation to allow a regional response to regional conflict dynamics. While this approach can be a means to optimize the use of deployed peacekeepers, particularly where temporary reinforcements may be needed, it should be seen only as a bridging measure, and not as a substitute for the provision of the capabilities to address long-term, continuing requirements. For rapid reaction, better access to strategic reserve capacities remains essential to safeguard investments in missions. The deployment of standing capacities in the areas of police, justice and corrections has demonstrated the considerable value of rapidly deployable capacities. Members of the Standing Police Capacity were deployed to Côte d'Ivoire to reinforce the mission in the tense post-election phase. Among others, they were dispatched among the first staff on the ground in Libya to assist in planning, were deployed in the start-up phase of UNMISS and UNISFA, reinforced MONUSCO for the elections, and assisted in assessments in UNAMID. Similarly, the newly established Justice and Corrections Standing Capacity deployed to South Sudan to assist in the UNMISS start up, and sent corrections experts in support of UNOCI.

53. The Department of Peacekeeping Operations and the Department of Field Support continue efforts to ensure that peacekeeping reforms are synchronized with system-wide reforms and that they target critical gap areas. The policing area raises particular needs, as demands continue to grow rapidly for more specialized capacities to fulfil mandates related to the protection of civilians and to the creation or strengthening of national capacity to address challenges; particularly in such areas as community-oriented policing, transnational organized crime and border management. In addition to operational support to host State police and other law enforcement agencies, including in the area of protection of civilians, fostering national police development is central to the ability to handover security tasks to national authorities. Related areas of growing demand for specialized support include security sector management; law reform that acknowledges the appropriate role of customary justice, Islamic legal systems, military justice, prosecution services, witness protection, prevention, investigation and prosecution of sexual and gender-based violence in conflict; corrections; community violence reduction; ammunition and stockpile management and collection; and destruction of small arms and light weapons.

D. Improving the delivery of support to field-based missions

54. While United Nations peacekeeping remains a highly cost-effective tool of international peace and security and a unique instrument for burden sharing, the mounting economic challenges faced by most Member States and the concerns about this cost-effectiveness of United Nations field operations make it imperative for the Organization to continually demonstrate that peacekeeping delivers value for money.

55. To better support Member States in their review and decision on mission budgets, the Department of Management, the Department of Peacekeeping Operations and the Department of Field Support have commenced a joint review of the peacekeeping budget development process. The departments have developed a

business process improvement plan to be led by project managers certified under the departments' 2009 and 2010 Lean Six Sigma business process improvement programme. The goals of the review are to: streamline the current process; maximize time available for strategic analysis and decision-making; and clarify further the roles and the responsibilities of the different stakeholders and departments at Headquarters and in the field involved in the budget development process. It is intended that first phase project recommendations will be implemented in the context of preparing the 2013-2014 budgets of peacekeeping missions.

56. In 2012/13, the Department of Peacekeeping Operations and the Department of Field Support will continue their integrating efforts to improve their performance and cost-effectiveness in the delivery of mandates in the field. For its part, the Department of Field Support will continue the implementation of the global field support strategy through its ongoing efforts designed to (i) treat the delivery of field support as a synergistic global enterprise; (ii) improve the delivery of field support services to supported missions; (iii) increase the efficiency of associated business processes and operating procedures; and (iv) strengthen accountability at all levels for the resources that have been appropriated for peacekeeping operations by Member States.

1. Developing the capacity to manage resources globally

57. The global field support strategy is the instrumental component to improve service delivery to peacekeeping operations and other field-based missions in the areas of financial, human, physical and information and communications technology resources management and support. As the Secretary-General has previously reported to the General Assembly (see A/64/633 and A/65/643), when the strategy is fully implemented, the Department of Field Support will conduct strategic planning, integration, quality control functions and liaison with Member States at Headquarters; the Global Service Center will perform the transactional functions now carried out by the Department of Field Support at Headquarters that do not require frequent interaction with Member States and other Secretariat departments; and missions, supported by regional service centres, will provide services directly to peacekeeping personnel.

58. An example of the early success of the Department of Field Support in managing globally is the improvement in the management of United Nations property. The measures taken have been derived from, and are successfully addressing, observations by the oversight bodies. Recent actions include the establishment of the Resource Efficiency Group, chaired by the Assistant Secretary-General for Field Support; the promulgation of revised guidelines for property management, including stock ratios; an annual workplan that includes key performance indicators; and the implementation of quarterly performance reports. As a direct consequence, there has been a continuous improvement in performance. As an illustration, physical verification of non-expendable property had increased to 97 per cent as at 30 June 2011, a 6 per cent improvement over the previous year's performance. Likewise, efforts by the Resource Efficiency Group have resulted in a 32 per cent reduction in the global inventory holdings in less than one year.

59. Notwithstanding this performance achievement, much remains to be done. The management of expendable property remains a particular area of concern. It is imperative that missions improve their warehousing operations, implement 100 per

cent physical count of expendables by the end of the financial year, and improve record keeping through the timely roll out of the new codification system for the expendable property. These actions are critical for IPSAS-compliant financial reporting on inventories, as well as for capturing costs for self-constructed assets, property, plant and equipment major upgrades and leasehold improvements. It is also recognized that, in some instances, mission performance and, therefore, global results of the Department of Field Support, have been affected by unpredictable events in the field, including the deterioration of the security situation, the limitations on freedom of movement and access to asset sites, the evacuation or relocation of staff, mission start-ups and closures in hostile environment. Underperformance in the area of expendable and non-expendable property resulting from unfavourable mission factors is being identified by management and addressed at the earliest opportunity.

60. The flexible use of existing specialist resources approved by Member States will provide an integrated planning capacity for field missions. As the Secretary-General observed in his report on the implementation of integrated operational teams (see A/65/669), where specialist resources are not immediately required in an individual integrated operational team, they will be redeployed temporarily to meet other, more pressing needs in the field or to projects in the specialist areas. Over the past three months, the Department of Field Support has leveraged this flexibility to prepare successfully and on short notice its support to United Nations operations in Libya.

2. Improving the delivery of services

61. Pending the full implementation of the global field support strategy, improved delivery of field support services depends, in large measure, on the quality of the global workforce of the Secretariat, its capacity to carry out the tasks required, and continual efforts by the Secretariat to improve its operating practices and procedures, in particular in the area of processing death and disability compensation claims, as described in section VII of the report.

Staffing field-based missions

62. In its resolution 65/289, the General Assembly requested the Secretary-General to provide updates on the implementation in United Nations field-based missions of human resources management reforms, in particular those contained in its resolution 65/247 of December 2010, and comprehensive information about the use of temporary duty assignments and temporary vacancy announcements and their implications for the regular recruitment process.

63. Harmonized conditions of service for all United Nations staff members adopted by the General Assembly in its resolution 65/248 were implemented effective 1 July 2011. Thirty-nine duty stations within field-based missions were changed from non-family duty stations to family duty stations, thereby increasing the proportion of mission staff assigned to family duty stations to 35 per cent, up from 10 per cent prior to July 2011. As a result, some 4,692 staff members became eligible for the non-family hardship allowance. The personal transition allowance, which was established as a temporary measure in conjunction with the human resource management reforms adopted by the General Assembly in its resolution 63/250, was concurrently discontinued.

64. Furthermore, the Secretary-General discontinued the practice of assigning Field Service Officers on a long-term travel status basis to non-family duty stations with payment of daily subsistence allowance; they are now installed at their duty stations of assignment. Additionally, the rest and recuperation designations and cycles for field missions were harmonized with those of the United Nations agencies, funds and programmes. In line with the framework set forth in annex IV of the report of the International Civil Service Commission (A/65/30), wherever mission transportation was available, it was provided to the extent possible to mission personnel free of charge, and no payment for travel costs was made.

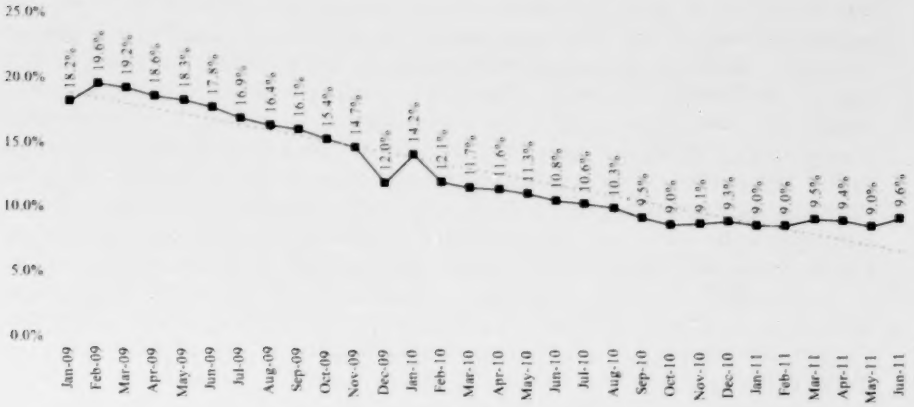
65. The impact of the reforms adopted by the General Assembly in its resolutions 63/250 and 65/248 have manifested themselves in the steadily increasing number of staff members in field missions regularized through selection processes subject to central review and by steadily declining turnover rates. As of 30 June 2011, the appointments of 2,035 staff members assigned to field-based missions have been regularized. The regularization of staff members serving in field-based missions enables a better response to emerging operational requirements, particularly at the start-up or liquidation of a mission.

66. Since the implementation of the reforms adopted by the General Assembly in its resolution 63/250, as of 1 August 2011, some 5,758 candidates have been endorsed for selection by the field central review bodies. As at 30 June 2011, the average number of days taken by the field central review bodies to process a case has been reduced to 35 days from 68 days a year earlier.

67. The average vacancy rate for internationally recruited posts in field-based missions (peacekeeping and political missions) had fallen to 18 per cent as at 30 June 2011, from 25.3 per cent in July 2010; the turnover rate also dropped, to some 9.6 per cent as at 30 June 2011, from a high of 19.6 per cent in February 2009 (the chart provides figures related to the average 12-month global turnover rate for United Nations field missions from January 2009 to June 2011). The average turnover rate is calculated as a ratio of the number of staff who separated for reasons other than retirement, excluding staff who were reassigned to another field mission, to the average total number of international staff.[2] The pattern of turnover of mission staff suggests a steady improvement in the retention of mission staff following the implementation of streamlined contracts and conditions of service approved by the General Assembly in its resolution 63/250, with some variation corresponding to periods in which missions were downsizing or liquidating.

[2] Prior to the 2011/12 financial period, turnover rates for field missions were defined as a ratio of the number of staff separated from their position for reasons other than retirement to the number of staff on board. In order to align Department of Field Support/Field Personnel Division statistics for the field turnover rate with the human resources management scorecard, the formula for determining global turnover rates for field missions has been refined to reflect the movement of staff between field missions. The revised formula calculates the global 12-month moving average turnover rate for international staff as a ratio of the total number of separated staff (other than retirements) excluding staff who were transferred or reassigned to another field mission within 60 days of separation, to the average total of staff during the previous 12 months. The new formula has been applied to all turnover statistics for the period reported in the chart, from January 2009 through June 2011. The effect of this change has been to lower the turnover rate approximately 5 per cent annually from rates reported prior to the implementation of the human resources management scorecard definition.

Average 12-month turnover rate for United Nations field missions, January 2009-June 2011



68. The number of offers of appointment rejected by qualified candidates continues to remain high, especially in relation to missions in non-family duty stations in the highest hardship category and in missions projected to downsize significantly or liquidate altogether. To reduce the number of rejections of offers of appointment, the Department of Field Support is exploring ways of enhancing existing systems to better collect and maintain information on rostered candidates' mission preferences and their availability so that offers are not made to candidates who are no longer interested in serving in a particular mission or who are no longer available. In missions that experience a particularly high rate of rejections, typically downsizing missions or missions with extreme hardship or security considerations, more targeted recruitment will be undertaken, including issuing position-specific job openings.

69. These results demonstrate the pressing need for: a comprehensive yet fair and transparent mobility policy that distributes the burden of peacekeeping equitably across the entire global Secretariat workforce; greater and more equitable job security for high-performing staff serving in the field; and, a reconsideration of the Secretariat's current use of the same process to select staff members for lateral reassignment, move staff to a higher grade level, and recruit qualified external candidates.

70. While the selection from rosters of candidates endorsed by central review bodies remains the normal means of filling vacant posts in field missions, pending the completion of a selection process subject to central review, temporary vacancy announcements and temporary duty assignments are an important tool for providing field-based missions with the agility needed to respond to a variety of urgent short-term needs ranging from electoral support to absorbing non-regularized staff members from downsizing or liquidating missions. The use of temporary job openings can also be beneficial to downsizing missions, because serving staff members may be more inclined to take up a short-term mission assignment than an external candidate.

71. During the period 1 July 2010 to 30 June 2011, 264 temporary vacancy announcements were used to fill field-based positions pending the review of the

associated regular selection cases by the field central review bodies; 37 of those temporary vacancy announcements were used to place otherwise qualified international staff from liquidating missions pending the review of the associated regular selection cases. Temporary job openings were also used to fill general temporary assistance positions, most notably in MINUSTAH, and for electoral support in UNMIS. Likewise, during the same period, 215 temporary duty assignments were used to fill short-term vacancies in peacekeeping operations, predominantly in mission support functions. At Headquarters, during the same period 303 temporary vacancy announcements were issued in the Department of Peacekeeping Operations and the Department of Field Support. Temporary vacancy announcements were used to fill positions vacated for short-term duration by Headquarters staff selected to temporarily backstop field operations requirements as well as in relation to other movements of staff in the Department of Peacekeeping Operations and the Department of Field Support of a temporary nature. Temporary vacancy announcements were also used during the first months of the introduction of the new recruitment tool, Inspira, to allow programme managers to quickly fill the vacant posts in parallel with the creation of regular job openings in Inspira and the review of the selection process by the central review bodies. At the direction of the Under-Secretaries-General, the Department of Peacekeeping Operations and the Department of Field Support conducted an intense campaign to fill vacant posts and positions of one-year duration or longer in the latter half of 2011, and reduce the use of temporary vacancy announcements.

72. In addition to the efforts made to improve recruitment and retention in field-based missions through the implementation of the reformed conditions of service adopted by the General Assembly in its resolutions 63/250 and 65/248, the Secretariat has sought to address shortfalls in qualified candidates from troop- and police-contributing countries and women candidates in peacekeeping positions at Headquarters and in the field through strategic outreach activities. For the coming year several activities are planned, including outreach visits to troop- and police-contributing countries and participation in several international conferences, including the Women in Engineering Conference, the Women in Aviation International Conference, the International Association of Women Police and the European Supply and Chain Management Conference. Also, with regard to non-professional posts, the Police Division in the Department of Peacekeeping Operations now provides Member States with the list of skills required 6 to 12 months in advance. This new skill-set-driven approach will be supported by the new human resources management system, which the Police Division is currently building with the Department of Field Support.

73. The Special Committee on Peacekeeping Operations, in its report (A/65/19), expressed concerns related to ongoing delays in the recruitment and the selection of seconded, active-duty military and police specialists at the Department of Peacekeeping Operations and the Department of Field Support headquarters. To address these concerns and the challenges experienced in the timely planning, the recruitment and the selection of seconded, active-duty military and police specialists for service at Headquarters, the Department of Peacekeeping Operations, the Department of Field Support and the Department of Management conducted a business process review to address the causes for the delays. Currently, the process of recruiting and onboarding a seconded, active-duty military or police officer can take more than one year, and exceptionally close to two years, to complete. The

review led to a streamlined process, launched in October 2011, designed to enable the completion of the recruitment process within a six-month period, including the 90-day circulation of notes verbales to invite nominations from Member States. The improved process will rely on more accurate forecasting of the rotation of officers, and the cooperation of Member States in submitting complete documentation for the officers they nominate.

74. As part of the effort to streamline the on-boarding process, the complete documentation and streamlined selection process will offer the benefit of earlier advice to Member States on the selection of candidates for service with the Department of Peacekeeping Operations and the Department of Field Support, and will enable officers to report for duty in a timely manner and in concert with national rotations. Member States were briefed on the streamlined nomination, review and on-boarding processes in October 2011. The project also forms part of the 2011 fast-track reform opportunities of the Secretary-General. The Secretariat will keep Member States informed of the results of these efforts and related issues.

Developing staff capabilities

75. Training is essential to capability development and no more so than in relation to the development of highly skilled and motivated support specialists. The Field Personnel Division of the Department of Field Support, in collaboration with Cornell University, continues to improve the knowledge, the skill and the confidence of human resources management specialists in the field-based missions through its human resources e-Learning programme, with the aim of establishing a uniform high standard of professional competence. In 2011, a total number of 260 field-based staff will be enrolled in the programme, which has increased the competence of field-based human resources management specialists and addressed concerns raised by 50 per cent of the participants in the Field Personnel Division international staff survey (held in June 2011), who felt that human resource staff require better training.

76. The SMART Programme continues to be a key means to improve the competence of mission support managers in a cost-effective manner. A study of the 2010/11 SMART cycle was conducted by the independent Return of Investment Institute to gauge the impact of the Programme. Preliminary findings indicate that the Programme is achieving its objectives, with estimated results on the order of some $1.1 million. Respondents reported acquiring the whole spectrum of knowledge and skills and applying them on the job. Participants also identified improvements related to cost savings, time savings, productivity and quality of their daily work. These conclusions were based on a single programme cycle and therefore definitive conclusions are not possible at this stage. Continued evaluation must be carried out over several programme cycles to develop a comprehensive picture of the impact of the Programme.

3. Increasing the efficiency of field support activities

77. The third way that the Department of Field Support is improving the quality of field support is through its efforts to increase the efficiency of its operations. The primary goal of the global field support strategy remains to improve service delivery to the field-based missions. Even at this early point in strategy implementation, the new service delivery model has enabled the Secretariat to reduce overall

requirements for resources, while increasing and improving services delivered to the field mission and to effectively and rapidly mount new field-based missions.

78. The establishment of field operations in Libya (UNSMIL) and Abyei (UNISFA) serve as examples of the efficiency gains and resource reductions made possible by the implementation of the global field support strategy. The Global Service Center, at Brindisi, Italy, has played a critical role by directly supporting UNSMIL in the areas of human resources management, travel, air transport, engineering, logistics, procurement, finance, and information and communications technology services, thereby reducing the number of support staff assigned to UNSMIL. Incorporated into the UNSMIL staffing structure are 15 posts in these areas located within the structure of the Global Service Center. For the first time, the number of a mission's support staff is less than the number of its programme staff.

79. Similarly, in Abyei, UNISFA has drawn on the capacities and the facilities of the Regional Service Centre at Entebbe, Uganda and from UNMISS to accrue similar economies of scale and, thereby, to deliver the usual range of mission support services through a relatively small mission support structure with a light expatriate footprint on the ground.

80. In addition to the efficiency gains accrued as a side benefit of the implementation of the global field support strategy, which the Secretary-General has described in comprehensive detail to the General Assembly in his progress report (A/65/643), significant efficiency gains have been achieved in the areas of rations management, troop and police rotations, ground and air transportation, fuel supply contracts, and information and communications technology operations, including through outsourcing in some of these areas.

81. Changing resource requirements are a significant feature of the budget proposals presented for 2012/13 for individual peacekeeping operations. As well as the ongoing efforts of the Department of Peacekeeping Operations and the Department of Field Support to ensure that budget requirements are aligned with changing mandates and operational circumstances, significant strides have been made in identifying efficiencies and other reductions in resourcing requirements. Notwithstanding the increasing costs of the two new missions in the Sudan, as they reach full deployment, funding requirements for 2012/13 for "continuing" missions will be reduced by 10 per cent on average compared to funding approved for 2011/12, as shown in table 13 of the report.

82. In this context, the two departments have pursued a number of efficiencies both specific to individual missions, and in establishing cross-cutting resource reduction targets across a number of key resourcing areas. Key reduction targets applied to most missions include reductions in: fuel consumption (5 per cent); rations consumption (5 per cent); movement of contingent troops and police (5 per cent); spare-parts acquisitions (30 per cent); within-mission travel (25 per cent); and maintenance supplies (10 per cent).

83. Separately, both departments have closely examined all major acquisition proposed for 2012/13, exercising restraint to ensure that existing equipment and facilities are fully utilized. As a result, significant reductions have been made compared to 2011/12 for the estimated requirements for new vehicles, construction and facilities and infrastructure acquisitions, and the purchase of new information and communications technology (ICT) equipment. While much of this reduction in

capital costs for new equipment and facilities may need to be restored in the following year, the Department of Field Support is working closely with all field operations to review and revise existing policies and practices with regard to standard requirements for equipment, as well as the useful life of such assets.

84. "Right-sizing" of resource needs remains an important priority for the Department of Peacekeeping Operations and the Department of Field Support as the requirements of peacekeeping operations evolve. Just as adequate resourcing is critical in the implementation of a new mission, the departments equally recognize the need for sustained resource levels in mature missions to be adjusted as mandates are altered and operational circumstances change. Accordingly, extensive effort has been made for 2012/13 to ensure that resourcing requirements for a number of missions are reduced in line with emerging requirements, as presented in section IV of the report.

85. Following the changes to its mandate, resource requirements for 2012/13 for MINUSTAH will be reduced significantly, not only in line with the reduction in personnel costs, but also in ensuring that the Mission fully recognizes the benefits of recent investment in the Mission and the existing assets that will be made available from the lower deployment levels. The budget proposal for UNMIT also recognizes that a number of functions will transition to national institutions and other United Nations partners during the year, and that the size of the Mission may be further reduced in the foreseeable future.

Food rations management

86. Key initiatives in the area of rations management are under way, as the Department of Field Support continues to focus on increasing the effectiveness and efficiency of the system for the provisioning of food rations.

87. The implementation of the electronic rations management system will provide opportunities for reduction in delivery times and food wastage. The Department of Field Support has worked very closely with the Office of Information and Communications Technology and the Procurement Division of the Department of Management to finalize the request for proposals. The contract is expected to be in place around June 2012, allowing a pilot trial of the system during the first quarter of the 2012/13 financial period and implementation in field operations progressively during 2013/14.

88. Following a review by an independent consultant on food quality and safety, new comprehensive food rations standards were developed and endorsed by the Department of Field Support in September 2011. These new standards were included in the request for proposal launched in December 2011 for the acquisition of food rations for peacekeeping missions. It is expected that the new rations contracts will be in place by December 2013.

Troop and police rotations

89. During the financial year 2010/11, a total of 268,474 military and police personnel (and their accompanied baggage) were moved, utilizing 1,225 passenger flights (an average of three to four flights per day). To meet the constant priority to improve the level of service to Member States, a number of initiatives have been implemented in this area, including: (a) greater use of aircraft on long-term charter,

especially those controlled at the regional service centre level, to provide greater operational flexibility and, in some instances, reduce overall costs for passenger and cargo movements; (b) the establishment of rotation coordinators (movement control specialists) dispatched to the troop/police locations; (c) combination of troop rotations, where practical and cost-effective; and (d) reduction in the number of technical stops for long duration flights, by using larger aircraft with a longer range.

90. Rotation coordinators are the interface between the troop- and police-contributing countries and the air operator. They ensure the organized, safe and secure movement of passengers and cargos. Both field missions and troop- and police-contributing countries have found the establishment of rotation coordinators very useful in improving the efficiency of rotations and reducing significant delays.[3] Rotation coordinators are, however, used only for 30 to 40 per cent of troop rotations and in particular for large troop rotations. Limited staffing in the missions and funding issues for their travel have hampered the systematic use of coordinators.

91. While it is difficult to specify the cost savings associated with the initiatives detailed above, it is clear that the principles of better utilizing long-term assets and reducing the number of chartered flights by combining some troop movements will result in overall cost savings against the practice of establishing individual, short-term contracts for each and every movement.

92. In 2008, a long-range, wide-body passenger aircraft assigned to a mission in Africa was used to support troop rotations within the region. This initiative proved successful in achieving substantial cost savings and operational flexibility, to the extent that a request for proposal was issued in October 2010 for the long-term charter of a wide-body passenger jet to be used exclusively for regional troop rotations in Africa. This request for proposal was eventually cancelled due to lack of vendor interest. The Department of Field Support and the Department of Management have been working together since then to review the scope of work, provide greater outreach, and explain the concept to potential vendors to ensure better results for a new solicitation intended to be released in due course.

Ground transportation

93. In its resolution 65/289, the General Assembly emphasized the need for the United Nations to improve the management of its ground transportation in order to achieve maximum operational efficiency and urged the Secretary-General to accelerate and strengthen his efforts in that regard. In its report on cross-cutting issues related to peacekeeping operations, dated 21 April 2011 (A/65/743), the Advisory Committee on Administrative and Budgetary Questions requested that the next overview report provide more detailed information about initiatives being taken to achieve that goal.

[3] Rotation coordinators ensure that passengers and cargo put on board are in compliance with international safety and security standards. They ensure, for instance, that any dangerous cargo is properly packed, segregated and stowed, that personal weapons are unloaded and that any unauthorized cargo is not loaded. By supervising the organized, safe and secure movement of passengers and cargo, the rotation coordinators have contributed to reducing some of the delays that have affected the organization of the rotations.

94. The Secretariat has adopted strategies to improve fleet performance through standardization and the sharing of best practices across field missions. This initiative has resulted in significant efficiencies mainly through the improvement and uniformity in maintenance practices, reduction in the requirement of diagnostic and specialty tools and spare-parts inventories and a closer vendor relationship to address warranty and technical troubleshooting issues. Through this process of standardization, the Department of Field Support has reduced vehicle makes from 86 to 79, with some 90 per cent of the fleet provided by three manufacturers.

95. Acquisitions of vehicles for field missions are now made through systems contracts that also make provision for spare parts, as against the past practice of establishing separate systems contracts for vehicles and for their spare parts. This has reduced the time and the costs for contract management and also has minimized the risk of counterfeit parts entering the supply chain. While it is difficult to quantify the cost reductions, it is clear that meeting the needs of field missions through fewer contracts will result in reduced overhead costs by eliminating repetitive contract establishment procedures undertaken by personnel of the Department of Field Support and the Procurement Division of the Department of Management, as well as the frequency and time of the review of each case by the Headquarters Committee on Contracts. The overhead cost reduction in unnecessary time spent on these activities has enabled the Department of Field Support to increase the monitoring and the oversight of the established system contracts. By the end of the current financial year, 80.1 per cent of the field-based ground transportation fleet will be covered by system contracts for both the vehicles and spare parts. It is planned that 90 per cent coverage will be achieved by the end of financial year 2012/13.

96. A strong supply chain and efficient availability of spare parts to workshops deployed in remote regions in field-based missions is an essential prerequisite to maintain maximum availability. At present, the estimate of requirements for spare parts is undertaken by Headquarters and the acquisition of spare parts is carried out by the field missions. To streamline the planning and the management of this sector, the Secretariat has standardized the categorization of expendable inventories to enable better control, and proposes to transfer the management of ground transportation spare parts to the Global Service Center.

97. The Secretariat has improved its assessment of utilization rates for ground transportation equipment in field missions. These procedures aim to meet the emerging need for the same or similar assets through intermission transfer. As at 30 June 2011, 430 assets with a total inventory amount of $18.4 million had been transferred to satisfy emerging requirements that formerly would have been satisfied through fresh procurement.

98. In order to reduce risks to operational effectiveness, field missions have carried out aggressive road safety campaigns based on guidelines developed at Headquarters by the Logistics Support Division of the Department of Field Support. As a result, the accident rate in field missions was lowered to 1.86 accidents per 100,000 km from 1.89 accidents per 100,000 km in the previous financial period. This reduction in risk has been instrumental in helping the United Nations negotiate insurance premiums that were reduced by an average of 7.97 per cent per vehicle.

Air transportation

99. Air transportation is a critical service that the Secretariat provides to field missions, which continuously strives to improve efficiency without compromise to the established performance required to meet the mission-mandated objectives and safety and security standards. To that end, as of 1 April 2011, the Assistant Secretary-General of the Department of Field Support has been temporarily exercising operational control over the management of air transport support services provided to field-based missions.

100. The rising cost of air transportation services, in particular helicopters, the advancing age of some types of fixed-wing aircraft and the rising cost of fuel factor heavily in future aviation fleet composition planning. Future reliance on ageing rear-ramp cargo aircraft is being reduced, with the simultaneous benefit of addressing noise, fuel conservation and economic considerations. These efforts will be undertaken through the induction of newer fuel-efficient multi-purpose aircraft models — for example, Combi and Quick Change — with associated ground support operated on regional and domestic mission routes through an integrated hub and spokes system. It is anticipated that seven ageing and less fuel-efficient aircraft will be reduced within the next financial year. The traditional dependence on medium helicopters is becoming unsubstantiated in some instances, and needs to be reviewed for operational effectiveness and efficiency. In some cases, small fixed-wing assets may be more suitable; while some tasks, such as reconnaissance and surveillance, may be undertaken more effectively and efficiently by other aircraft types or unmanned aerial vehicles.

101. Investment in the area airfield support infrastructure may also produce immediate gains in operational effectiveness and lead to significant reductions in cost. For example, airfield rehabilitation and repair effort will reduce demand for rotary-wing assets by permitting the wider use of less expensive fixed-wing aircraft. In addition, the employment of large, modern aircraft for air freight will reduce the demand on particular less fuel-efficient heavy and medium cargo aircraft due to their self-sustaining capabilities. The dependence could be reduced further, if runways and ground infrastructure were improved to accommodate jet aircraft at more locations, particularly if improvements were implemented in advance of the arrival of air assets. The gains from such efforts are likely to be significant. In addition, the Secretariat is undertaking a comprehensive review of the existing mission aircraft fleet and an impact analysis on the overall flight network, including a cost analysis; and determination of the optimal fleet configurations, while identifying a number of work streams associated with fuel conservation and aerodrome development, including airfield master planning and capacities. This review is expected to be completed by July 2012.

102. Last year, the Department of Field Support reported on a pilot project, with the Procurement Division of the Department of Management, using the request for proposal methodology. The results of the bidding exercise to procure a long-range, wide-body passenger aircraft proved unsuccessful for the reasons detailed in paragraph 92 on troop and police rotations. The results give no evidence that the diversity of vendors participating in the solicitation was negatively impacted in or by the pilot request for proposal. Regardless of the solicitation methodology chosen, the Organization invites only technically and commercially pre-qualified vendors

that meet the United Nations aviation safety standards. The same procurement guiding principles apply regardless of the solicitation methodology.

103. Since then, the Department of Field Support has initiated a "source selection plan", using the same methodology, for helicopter platforms. The Secretariat is engaging ICAO to assist in the development of a standard request for proposal statement of work for several types of aircraft that will allow for greater flexibility in aircraft acquisition and will favourably impact cost factors, such as fuel consumption, fleet configuration and commonality. The Secretariat is also exploring the efficiencies that may be gained by establishing standby aircraft charter arrangements for air transportation used for peak periods, such as support for elections, mission start-up and mass casualty evacuations operations.

104. As at the end of January 2012, MINUSTAH, MONUSCO, UNAMID, UNIFIL, UNISFA, and UNMISS had a collective shortfall of 46 military helicopters, against their total requirements of 82 military helicopters. As indicated above, the Department of Field Support is currently engaged with a number of Member States to reduce this gap and is examining ways to revise the letter of assist to address the concerns of Member States about compensation for real-time costs and, thereby, make contributions of military helicopters more viable for a greater number of troop-contributing countries.

105. Ongoing strategic initiatives include breaking with past practices of non-integrated air assets constructed on a mission-by-mission basis with the goal to maximize utilization and achieve economies of scale and operational efficiency under a global and regional strategic approach. This goal was realized with the establishment of the Strategic Air Operations Centre within the Global Service Center and the first Transportation and Movements Integrated Control Centre within the Entebbe Regional Service Centre.

106. The Strategic Air Operations Centre improves the capacity of the Secretariat to optimize the use of mission air assets for inter-mission flight tasks. To improve its effectiveness, the Centre has been equipped with a global flight-following system that permits it to track the location and the progress of mission aircraft in real time, and thereby assists in enhancing the safety of United Nations air operations and ensures optimal global utilization of long-range air assets.

107. The main focus of the Transportation and Movements Integrated Control Centre at Entebbe is to achieve the integrated planning of personnel and cargo movements between missions in Africa, using all available mission air transportation resources. The initial cost-benefit analysis reported in the report of the Secretary-General on the global field support strategy (A/64/633) quantified the benefits of this approach at some $47 million; actual savings recorded through end-June 2011 exceeded $61 million.

108. An air transportation governance framework is being developed to specify accountability lines, building on the proposed clarification of roles and responsibilities outlined for Headquarters, the Global Service Center and the Regional Service Centre(s) and supported missions. The framework would aim to ensure an iterative process, with key performance indicators and project milestones to measure the impact of the integrated delivery of air transportation services in field missions, under which Headquarters is responsible for the oversight of the air transportation programme, including the standardization of operating practices and

procedures, specialist training, quality assurance and contract compliance functions; the Strategic Air Operations Centre is responsible for cost-effective operational air tasking; and, the Transportation and Movements Integrated Control Centre is responsible for providing integrated multi-modal transportation services to supported missions.

109. The first evaluation of field-based air operations, carried out by ICAO in July 2000, concluded that the Secretariat should be equipped with a suitable air operations information management system. A subsequent ICAO evaluation in 2004 came to the same conclusion. The in-house solution developed in response to those recommendations and currently used by the Secretariat was adequate to manage the mission aircraft fleet when it included less than 100 aircraft. The number of aircraft has increased well beyond that number. Furthermore, aircraft traffic is growing increasingly complex, with shared contracts, the pooling of resources and continuous exchanges required to support field missions. The current system is not sufficiently robust to handle the increased activity; nor does it have the ability to globally serve missions. The Secretariat has been utilizing an array of applications developed in-house that have partially met needs. But, these applications are neither integrated nor linked. The acquisition of an integrated information technology system will not only increase operational efficiency, but could also result in significant cost-savings estimated at around $10 million per year.

110. The United Nations and WFP recognize the potential benefit to be gained through strengthening their existing cooperation by ensuring the implementation of an operational framework for their aviation activities. Such a framework would include the implementation of common standards and methods to ensure interoperability and conservation of resources, and a deepening of operational coordination through embedding or integrating their aviation support and services activities. To this end, a memorandum of understanding with WFP is expected to be finalized during the first quarter of 2012. This enhanced cooperation foresees integrated operations in areas where both support activities are compatible and complementary, with the goal of ensuring operational efficiency and optimized resource usage in a more holistic and strategic manner.

111. The Secretariat and WFP, with the assistance of ICAO, have already established a common set of aviation standards to promote aviation safety, mitigate risk and facilitate interoperability. ICAO has confirmed that the standards established by the United Nations and WFP are fully consistent with its International Standards and Recommended Practices.

Turnkey fuel contracts

112. By its resolution 65/289, the General Assembly requested the Secretary-General to submit an assessment of the efficiencies and effectiveness, including savings and impact, of turnkey arrangements. The turnkey contracting approach may be described as a fuel supply operation where a commercial vendor is responsible for all logistics, acquisition, storage and distribution directly into mission aircraft, ground vehicles and generators; as opposed to the in-house approach, where bulk fuel and package products are collected from the vendor(s) by the mission, which then is responsible for the storage and the distribution into aircraft, ground vehicles and generators. The hybrid delivery concept is a mix of turnkey and in-house operations where the United Nations uses contractor capabilities as well as its own

resources. The retail delivery model is defined as an operation where the United Nations receives fuel directly into its vehicles and equipment. Owing to the complexity of operations, one or all support concepts may be applied within a specific mission to ensure comprehensive and successful fuel delivery.

113. The Department of Field Support has assessed the fuel supply operations in all missions that utilize the turnkey approach, such as BNUB and UNAMA (turnkey/retail), UNAMID, UNMIK, UNMISS, UNISFA, UNMIT and UNSOA (turnkey), and MONUSCO, UNIFIL, UNMIL and UNOCI (turnkey/hybrid). The assessment found that turnkey contracts, which were intended to improve the supply chain for the delivery of petroleum oil and lubricant products and services, and notably to establish and manage fuel reserves in a number of missions, have increased operational efficiency.

114. The turnkey approach dramatically reduced the risks associated with fuel operations, especially in large missions because the turnkey contractors are responsible for recruiting, training, certifying and equipping their employees, for obtaining, transporting, storing and dispensing fuel products safely and for maintaining accurate records, while the mission remains responsible for contractor oversight. With in-house and hybrid approaches, the responsibilities and risks of the mission are significant because both approaches require mission staff members to perform some or all functions associated with the storage, the distribution and the delivery of bulk and package petroleum products.

115. As an illustration, turnkey contractors in MONUSCO, UNAMID, UNISFA and UNMISS alone oversee 1,000 employees to ensure the timely and safe delivery of fuel products and services in these four missions. MONUSCO eliminated 42 positions for fuel specialists, following the mobilization of turnkey support in part of its fuel operations as of 30 June 2011. Through efficient turnkey contractor-managed road transportation supply chains: (a) MONUSCO was able to remove one fuel transport-dedicated aircraft from its operations (approximate annual cost of $15 million); and (b) since December 2007, UNAMID has effectively saved $5 million in airfreight costs.

Outsourcing

116. In its report on cross-cutting issues related to peacekeeping operations (A/65/743), the Advisory Committee on Administrative and Budgetary Questions requested the Secretary-General to provide information on the general policy with regard to outsourcing in peacekeeping operations. The departments, in particular under the global field support strategy, consistently apply the standing policy on outsourcing; specifically, the twin goals of maximizing the use of internal resources and achieving optimum resource/cost-efficiency constitute the main strategy underneath the outsourcing initiatives. As recognized by the Advisory Committee in the same report, the extent and the undertaking of outsourcing in the field is directly dependent on the capacity of local economies and the degree to which a mission is established and able to manage outsourced contracts. In the engineering context, for instance, missions will undertake a cost-benefit analysis to determine if outsourcing is both economical and effective. The UNMIK situation cited in the previous overview report (A/65/715) serves as a good example, in that, after study, generator maintenance was retained in-house and facilities maintenance was outsourced. Areas where outsourcing is likely to occur in field missions relate particularly to those

impacting the health, the well-being and the security of mission personnel; such as in the areas of environmental and waste management, including for hazardous materials.

Information and communications technology

117. The Secretariat is also working to improve the quality of information and communications technology services delivered to field missions, while reducing the overall cost for such services. In July 2010, ICT capabilities within UNDOF, UNFICYP, UNIFIL and UNTSO were centralized under a regional management structure to eliminate duplication, harmonize services and create economies of scale. Recurrent annual financial reductions in excess of $3.5 million have been realized, including the reduction of 17 posts. A Governance Board consisting of the four Middle East Directors/Chiefs of Mission Support has been created to oversee the implementation of annual strategic regional information and communication technology workplans and facilitate performance management.

118. The Middle East regional initiative provides a full range of ICT services to clients in the four missions that are part of the initiative. These services include: telephony, facsimile, video-telephony (Voice over Internet Protocol), videoconferencing, military radio networks (UNDOF only), civilian-pattern land mobile radio communications (very high frequency and ultra high frequency), high frequency communications, maritime communications, cryptographic communications, local area network/wide area network infrastructure, data routing and switching, as well as user support. In addition, all missions in the Middle East are connected with high-speed, commercially sourced, terrestrial fibre-optic links. The cost of these links is recovered against each mission, based on the assessed annual amount of data link usage.

119. Going forward, in 2012/13, the provision of robust security and emergency communications systems will be a priority. Training initiatives will also be implemented with a focus on harmonizing the support provided to United Nations implementing partners in the region. Group training offered within the Middle East region and the use of expert conferences will reduce travel costs of individuals and provide more cost-effective course options.

120. During the 2012/13 financial period, the offices of UNAMI in Kuwait City will be incorporated within the Middle East regional initiative. The Kuwait office also will be provided with terrestrial data connections to ensure high bandwidth, low latency networks. In addition, additional redundancy will be added to the regional commercial leased line network, resulting in significant savings in satellite transponder costs.

121. Finally, the regional network control centre will expand its operations to service the four established missions in order to provide monitoring of voice and data networks and advice to engineers on critical events. It will work in close coordination with the network control centre within the Global Service Center to ensure prompt analysis and solution of technical problems and thereby increase the availability of systems across the four missions. Additionally, a corporate solution for service desk management will be introduced that will allow for more efficient and timely service to clients in the Middle East missions by providing the ability to more closely monitor service delivery and track key performance indicators.

4. Strengthening accountability

122. By its resolution 64/269, the General Assembly requested the Secretary-General to take appropriate measures to strengthen accountability within the United Nations. The Department of Field Support is taking significant steps to address that requirement through its preparations for the implementation of IPSAS, its actions to make managers more accountable for their stewardship of resources, its initiatives to hold mission personnel accountable for their personal conduct and its efforts to preserve the environments where peacekeeping missions operate.

Managerial accountability

123. As part of the efforts of the Secretary-General to strengthen accountability in the United Nations, the senior managers' compact was established in 2006 to strengthen the capacity of the Secretary-General to evaluate the performance of his senior managers. In 2010, the compact was extended to include Special Representatives of the Secretary-General/Heads of Mission; 2011 was the second year that the Special Representatives of the Secretary-General/Heads of Mission were requested to sign a compact with the Secretary-General. Senior managers' compacts include (a) strategic objectives, which are specific to the implementation of the Mission and reflect strategic priorities of the Special Representatives of the Secretary-General/Heads of Mission; (b) special objectives, which are standard for all missions and reflect cross-cutting priorities in the areas of: (i) strategic and operational direction, planning and management; (ii) integration across all components of the Mission with the United Nations country team, where applicable; and (iii) consistency with policy guidance, best practice and lessons learned; (c) management objectives, which are also standard for all missions and reflect the following elements: (i) a responsible stewardship of financial and human resources management; (ii) the implementation of oversight recommendations; (iii) compliance with rules and regulations and ethics standards; and (iv) the prevention of and response to misconduct by Mission personnel. While 2011 was only the second year, efforts were made by the Department of Peacekeeping Operations and the Department of Field Support, in coordination with Special Representatives of the Secretary-General/Heads of Mission, to adapt the template approved by the Management Performance Board for senior managers at Headquarters and offices away from Headquarters to make the compact a more strategic, relevant and useful management and accountability tool for the Missions led by the Department of Peacekeeping Operations.[4]

124. The Department of Field Support has partnered with the Department of Management to implement uniform preparatory measures in advance of the introduction of IPSAS. All resource managers were required to complete online training modules by the end of 2011, and the Global Service Center will operate an "IPSAS Academy". These measures accompany the ongoing efforts by the Department to improve the management of non-expendable property through quarterly progress reports.

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[4] It is important to clarify that, while Special Representatives of the Secretary-General/Heads of Mission sign the compact with the Secretary-General, they continue to report to the Secretary-General through the Under-Secretary-General of Department of Peacekeeping Operations on all issues related to the planning, the direction, the management and the conduct of the Mission.

125. In 2012, the Department of Field Support will also introduce the requirement for Directors and Chiefs of Mission Support to submit letters of representation, which are both an internal control measure and a managerial accountability tool, which, when fully implemented across all field-based missions, can provide evidence to support the public assertions that will have to be made by the United Nations under IPSAS regarding the strength and the quality of internal controls over financial reporting.

Personal accountability

126. The Secretariat is developing an integrated conduct and discipline framework to enhance the integration of conduct and discipline in field missions as a global corporate function. The integrated conduct and discipline framework anchors itself to the principle of strengthened accountability as a fundamental prerequisite for ensuring that authority for managing the conduct of personnel is properly exercised and directed towards the achievement of efficiency, effectiveness, responsiveness and transparency. In this context, open, accountable management of personnel conduct and discipline is a prerequisite of the Organization's public service mandate and its core values.

127. The vision for the integrated conduct and discipline framework builds on the management reforms of the last two decades and reflects the need to approach conduct and discipline from an organizational behaviour model, rather than from a more transactional approach that currently primarily responds to conduct at the individual, incident level. Concrete proposals under the integrated conduct and discipline framework are being considered under four interrelated strategic areas that have distinct implementation commonality, particularly in a peacekeeping context. Under the area of integration a unified system of roles and responsibilities will be established to more effectively and efficiently enable mandate implementation and achieve the organizational goal of respect for core values. In the area of capacity-building, the functional ability of all actors, in keeping with their roles and responsibilities, to respond to and address matters of conduct and discipline will be strengthened. Informed by the results of the ethics and reputational risk assessment currently being carried out in all peacekeeping operations by the Ethics Office at the request of the Department of Peacekeeping Operations and the Department of Field Support, strategic initiatives in outreach, communication and information dissemination will reinforce understanding by leadership, managers, staff and the public at large of matters concerning conduct and discipline and their connection to the mission of the Organization. Initiatives in the area of performance-based accountability will strengthen organizational governance, improving performance and promoting transparency. Once further developed with the participation of all stakeholders, the new initiatives in these four areas can start to be implemented, over a two to three-year horizon, starting in 2012/13.

128. In paragraph 66 of its resolution 65/289, the General Assembly requested information concerning progress in the implementation of the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel. As reported in the most recent report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse (A/65/742), while there had been some progress in the implementation of the Strategy in peacekeeping operations, mainly

through cooperation between the Conduct and Discipline Unit at Headquarters and conduct and discipline teams in peacekeeping missions, more needs to be done to ensure a United Nations system-wide implementation of the Strategy, as called for by the General Assembly in its resolution 62/214.

129. In peacekeeping operations, this is a major area of concern that ties directly into the principle of strengthened accountability. A recently conducted survey of the conduct and discipline teams has confirmed this situation. Of the peacekeeping missions backstopped under the 2011/12 support account, only eight (MINUSTAH, MONUSCO, UNAMID, UNMIL, UNMIS, UNMISS, UNMIT, UNOCI) indicated that they had a formal, or even informal, in-country network on protection from sexual exploitation and abuse in place, to be established under the auspices of Humanitarian/Resident Coordinators, with five (MONUSCO, UNAMID, UNMIL, UNMIT, UNOCI) of those missions having conducted any mapping or identification of basic services to be delivered under the Strategy, and three missions (UNMIL, MINUSTAH, MONUSCO) having been able to actually provide some forms of assistance to persons identified under the Strategy as complainants, victims or children born as a result of sexual exploitation and abuse. This is concerning and could be attributed to the fact that the only focus remaining on this issue is through Member States' forums addressing peacekeeping issues, rather than those looking at United Nations system-wide issues.

130. Building on the survey, the Secretariat is developing a framework that outlines the basic support services available at the mission and the country level, as well as the various actors, including United Nations common system partners and local institutions, that can provide assistance to victims. Fundamental to getting this framework into action is the designation, under the auspices of the United Nations country team, of in-country networks and focal points on sexual exploitation and abuse. Also core to the framework is the recognition that the entire United Nations system is accountable for the implementation of the Strategy. The Secretary-General is committed to using the resources that the Member States have appropriated for conduct and discipline matters, to reach out to stakeholders in the mission area so that there is improved awareness within the local communities and thereby better reporting of allegations. These efforts will include outreach to the Resident Coordinator, who most often is also the Humanitarian Coordinator and Deputy Special Representative of the Secretary-General, under whose auspices the in-country network on protection from sexual exploitation and abuse would function. The Inter-Agency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse has also committed to implementing the strategy and would also be involved in contributing to the framework.

131. In paragraph 101 of its report A/65/743, the Advisory Committee on Administrative and Budgetary Questions requested information on additional steps taken to address sexual exploitation and abuse by civilian and police personnel. In that respect, the Department of Field Support and the Department of Peacekeeping Operations recently organized a high-level meeting of various stakeholders in those departments to identify challenges and impediments to the full implementation of the Secretary-General's zero tolerance policy. Further effective action requires a clear understanding of the problem and its root causes and the search for solutions needs to move beyond measures to reinforce, or address gaps in, the existing framework to tackling concretely, through strengthened prevention and

accountability measures, the issues that constitute an impediment to the full implementation of the zero tolerance policy.

132. In relation to further preventing sexual exploitation and abuse by civilian and police personnel, the focus was placed on issues such as: (a) identifying why the current arrangement may not be working effectively; (b) examining ways and means how the Organization can form a global ethical community that holds itself and its personnel directly accountable for its conduct; (c) identifying whether the current approaches to prevention adequately recognize the different challenges faced by uniform and non-uniform personnel; and (d) ensuring adequate follow-up and accountability for civilians and police. Results of the high-level meeting will be integrated into the development of the integrated conduct and discipline framework and should be the objects of further consultations with Member States.

Environmental stewardship

133. A growing number of missions have introduced initiatives to minimize negative impacts of the peacekeeping footprint. In its report A/65/743, the Advisory Committee welcomed the initiatives that the Department of Field Support has taken to mitigate the environmental impact of peacekeeping missions, and it requested that the measures deemed most effective should be shared across all peacekeeping operations.

134. Some missions have established positions for a dedicated Environmental Officer and the remainder have a designated Environmental Focal Point. All belong to a network coordinated by the Environmental Officer in the Logistics Support Division of the Department of Field Support.

135. Best practices for environmental management are shared among all environmental focal points through a dedicated web-based Community of Practice, which is reinforced by direct e-mail exchanges. The new peacekeeping Intranet (POINT) also provides a platform for information-sharing on environmental issues. Upon receipt of the information, Environmental Focal Points assess the feasibility of similar actions in their respective missions and recommend their implementation, if possible. Environmental best practices also are shared with respective sections in Headquarters, when there is a clear link with their respective areas of responsibility.

136. As the responsibilities for the position of Environmental Officer and Focal Point have grown, in particular in larger missions, meeting the requirements set by the environmental policy or implementing best practices in this area remain a challenge for the Department of Peacekeeping Operations and the Department of Field Support given the limited capacity available in Headquarters and in field missions.

Conclusion

137. Section II of the present report is intended to inform the General Assembly of the strategic planning assumptions on the level of United Nations peacekeeping over the 2012/13 financial period and of the sustained, joint efforts of the Department of Peacekeeping Operations, the Department of Field Support and the Department of Management to address the current and anticipated strategic, operational, financial, human resource and logistical challenges before them. In so doing, the departments strive to realize their shared commitment to improve, streamline and reform the

current processes, where possible, and to achieve the effective and efficient implementation of legislative mandates and use of human and financial resources, as requested by the General Assembly. In parallel, the Department of Peacekeeping Operations and the Department of Field Support have been actively contributing to the efforts made to strengthen accountability within the United Nations at both the managerial and the personal levels. While many challenges remain and more work needs to be done in many areas to meet the aspirations of Member States, the Secretariat is committed to effective and efficient mandate delivery and to ongoing organizational change and improvement.

III. Budget performance for the period from 1 July 2010 to 30 June 2011

A. Analysis of variances

138. As shown in table 2, the total approved budget for the period from 1 July 2010 to 30 June 2011 amounted to $7,944.8 million, inclusive of the United Nations Logistics Base at Brindisi and the support account. The related expenditure amounted to $7,585.5 million, resulting in an overall unencumbered balance of $359.3 million.

Table 2
Financial resource performance for the period 2010/11
(Thousands of United States dollars. Budget year is from 1 July to 30 June)

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
MINURCAT	239 096.6	236 252.3	2 844.3	1.2
MINURSO	57 130.5	57 102.1	28.4	0.0
MINUSTAH	853 827.4	810 562.7	43 264.7	5.1
MONUSCO	1 365 000.0	1 356 126.9	8 873.1	0.7
UNAMID	1 808 127.5	1 583 449.8	224 677.7	12.4
UNDOF	47 806.9	47 280.7	526.2	1.1
UNFICYP	56 325.7	55 744.4	581.3	1.0
UNIFIL	518 710.2	518 692.3	17.9	0.0
UNMIK	47 874.4	47 867.0	7.4	0.0
UNMIL	524 000.0	512 208.2	11 791.8	2.3
UNMIS	1 008 026.3	998 776.4	9 249.9	0.9
UNMIT	206 311.6	190 145.1	16 166.5	7.8
UNOCI[a]	570 335.5	551 482.9	18 852.6	3.3
UNSOA[b]	210 223.8	210 089.1	134.7	0.1
Subtotal, missions	**7 512 796.4**	**7 175 779.9**	**337 016.5**	**4.5**

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
United Nations Logistics Base at Brindisi	68 170.6	68 116.7	53.9	0.1
Support account[c]	363 811.5	341 421.4	22 390.1	6.2
Subtotal	**7 944 778.5**	**7 585 318.0**	**359 460.5**	**4.5**
Voluntary contributions in kind (budgeted)	8 791.4	6 833.3	1 958.1	22.3
Total	**7 953 569.9**	**7 592 151.3**	**361 418.6**	**4.5**

[a] Inclusive of commitment authority in the amount of $85,257.3 approved with the concurrence of the Advisory Committee on Administrative and Budgetary Questions.

[b] Inclusive of commitment authority in the amount of $35,905.6 approved with the concurrence of the Advisory Committee on Administrative and Budgetary Questions.

[c] Inclusive of enterprise resource planning in the amount of $57,033.0 approved by the General Assembly in its resolution 64/243 and $7,672.3 with respect to the financing of the United Nations Office to the African Union approved by General Assembly in its resolution 64/288.

139. Excluding the impact of UNAMID, more than 98 per cent of the resources approved for peacekeeping for 2010/11 was utilized towards the implementation of mission mandates. The budget performance of UNAMID for the year was characterized by continued uncertainty in its increasing deployment levels and challenging circumstances on the ground. In addition, two missions, MINUSTAH and UNOCI, did not utilize the totality of the additional funding provided in response to circumstances that emerged following the earthquake in Haiti and post-elections violence in Côte d'Ivoire, respectively. Of the remaining missions, eight missions and the United Nations Logistics Base at Brindisi recorded an unencumbered balance of less than 1 per cent, or $1 million.

140. Underutilization was reported mainly under military and police personnel costs, civilian personnel, facilities and infrastructure, communications and air transportation, whereas additional resources were required for petrol, oil and lubricants. The main factors that affected budget performance in each mission are highlighted in table 3 below.

Table 3
Main factors affecting budget performance

Peacekeeping component	*Main factors affecting budget performance*
MINURCAT	98.8 per cent of the approved budget was utilized towards: (i) the consolidation of rule-of-law and prison matters, human rights and gender issues, and mine action activities in liaison with the Government of Chad; and (ii) the repatriation of all military personnel, the reassignation to other missions of international staff or their return to their home countries or parent organizations. Resources implementation was mainly affected by: (a) Earlier than anticipated: (i) repatriation and/or reassignment of military and civilian personnel; (ii) return of vehicles to storage facilities; (iii) de-positioning of the Mission aircraft fleet, resulting in underexpenditures in petrol, oil and lubricants, maintenance services and spare parts;

Peacekeeping component	*Main factors affecting budget performance*
	(b) Lower than anticipated cost of shipment of Mission assets out of Chad, as receiving missions covered the related freight costs. The underexpenditures were partly offset by: (a) Higher than anticipated cost for the repatriation of contingent-owned equipment and contingent personnel; (b) Higher requirements than estimated for international staff salaries and related costs, including termination indemnity payments; (c) Increase in official travel in connection with increased activities in the context of the closure and the liquidation of the mission.
MINURSO	100 per cent of the approved budget was utilized towards: (i) monitoring the parties' activities to ensure compliance with the ceasefire agreement and facilitating progress towards a political settlement on the status of Western Sahara; (ii) support efforts of the Personal Envoy of the Secretary-General; and (iii) mine detection and clearance operations. Resources implementation was mainly affected by: (a) Lower than planned vacancy rates for international and national staff; (b) Increased costs for the rental and the operation of fixed- and rotary-wing aircraft and aviation fuel; (c) Higher salary costs owing to the classification of field service and national staff posts at higher grade levels. Additional requirements were offset by the: (a) Postponement of acquisitions planned in 2010/11 to the 2011/12 budget year; (b) Unanticipated transfer of assets from MINURCAT resulting in the reduction of requirements in the acquisition of vehicles, facilities and infrastructure; (c) Lower-than-budgeted travel cost owing to lower average ticket costs and higher actual average vacancy rate for military observers.
MINUSTAH	94.9 per cent of the approved budget was utilized towards: (i) maintaining stability to enable recovery efforts; (ii) building capacity to maintain operations of State institutions affected by the earthquake; (iii) coordinating international aid; and (iv) organizing elections. Resources implementation was mainly affected by: (a) The cancellation of the planned construction of seven camps for military contingent and formed police personnel, owing to delays in the procurement process, delays in the deployment of formed police units and the projected decrease in the surge capacity of military and police personnel;

Peacekeeping component	*Main factors affecting budget performance*
	(b) Lower average deployment of formed police personnel owing to the non-deployment, the delayed deployment and the earlier-than-planned repatriation of units; (c) Higher average vacancy rates for staff on general temporary assistance. Underexpenditures were partly offset by: (a) Overexpenditures in freight owing to the settlement of outstanding charges related to the deployment of the equipment of one military engineering company in the previous financial period; (b) Acquisition of 256 additional light vehicles as replacement for vehicles that had reached the end of their useful life; (c) Additional requirements for international staff, mainly attributable to the settlement of claims for loss or damage to personal effects resulting from the earthquake under special measures established after the earthquake.
MONUSCO	99.3 per cent of the approved budget was utilized towards providing support to the Government of the Democratic Republic of the Congo in: (i) strengthening democratic institutions and processes at the national, provincial, regional and local levels; (ii) providing assistance for the organization, preparation and conduct of the 2011-2013 electoral cycle with national, provincial and local elections; (iii) the promotion of national reconciliation and internal political dialogue; (iv) the promotion and protection of human rights; and (v) strengthening of civil society. Resources implementation was mainly affected by: (a) Lower requirements for military and police costs owing to the lower average deployment of contingent troops and formed police personnel; (b) Lower requirements for ground transportation owing to the transfer of vehicles from missions in liquidation; (c) Lower deployment of international staff resulting in lower requirements for salaries and related costs. Underexpenditures were partly offset by additional requirements for: (a) Air transportation as a result of increased rental costs for commercial helicopters and the higher unit costs of aviation fuel; (b) The payment of mobilization fees for the turnkey fuel contracts, for which no provision was made in the budget; (c) Additional requirements for national staff and United Nations Volunteers, owing to a higher average deployment of these categories of personnel.

Peacekeeping component	*Main factors affecting budget performance*
UNAMID	87.6 per cent of the approved budget was utilized towards: (i) protection of civilians; (ii) provision of support to the peace process towards the achievement of a comprehensive political solution to the conflict; (iii) support for humanitarian and early recovery activities; (iv) support for civil society engagement in peace process activities; (v) promotion of the rule of law, governance and human rights, and providing assistance to effective and efficient State institutions. Resources implementation was mainly affected by: (a) Reduced requirements for military and police personnel owing to the decrease in the ceiling-man-rate for fresh rations and the unserviceability and non-deployment of contingent-owned major equipment; (b) Lower-than-budgeted expenditures regarding net salaries and common staff costs for international staff; (c) Lower-than-planned level of aviation activities. The underexpenditures were partly offset by: (a) Additional requirements for generator fuel owing to the continued reliance on high capacity generators for the uninterrupted supply of electricity in the mission area and to a fuel price increase; (b) Additional requirements for official travel attributable to unplanned trips for hostage crisis management, humanitarian and recovery issues, increased activities of uniformed personnel, increased logistical, administrative and substantive support provided to team sites, and increased mediation and political consultations for the Doha peace process.
UNDOF	98.9 per cent of the approved budget was utilized towards ensuring maintenance of peace and security in the Force's area of responsibility; however, resources implementation was affected by the changing security situation on the ground, which resulted in additional day and night patrolling and rapid reaction tasks. Reduced requirements mainly stemmed from: (a) Reduced requirements for military contingents, owing to lower-than-budgeted actual costs for the rotation of contingent personnel; and reduced requirements for rations owing to the rationalization of food requirements resulting in less wastage, as well as the availability of stocks from the prior financial period; (b) Lower actual costs for the replacement of two heavy trucks. The reduced requirements were partly offset by: (a) Additional requirements for national staff salaries owing to the lower actual average exchange rate of the Syrian pound to the United States dollar compared to the budgeted rate;

Peacekeeping component	*Main factors affecting budget performance*
	(b) Additional requirements for fuel, owing to a higher average unit cost of fuel per litre.
UNFICYP	99.0 per cent of the approved budget was utilized towards: (i) maintaining the stability of the buffer zone; and (ii) providing substantive, administrative and logistical support to the political process. Resources implementation was mainly affected by: (a) Lower cost of rotations of the troops and police owing to increased use of commercial flights and early booking; (b) Lower requirements for mission subsistence allowance for the military and national police, as well as national staff salaries, owing to the lower actual exchange rate of the Euro to the United States dollar compared to the budgeted rate; (c) Lower costs for police personnel owing to a higher-than-budgeted vacancy rate. The savings and underexpenditures were partly offset by additional requirements for operational costs resulting from higher actual costs for the rental of vehicles in connection with the renewal of the related contract, as well as higher actual cost of fuel and electricity.
UNIFIL	100 per cent of the approved budget was utilized towards continuing, in close collaboration with the Lebanese Armed Forces, regular operational activities, of monitoring the cessation of hostilities, preventing hostilities, and providing political advice and military guidance. Resources implementation was mainly affected by: (a) A higher actual vacancy rate of military personnel; (b) The cancellation of obligations pertaining to the rental of three Cobra and three NC1 radar equipment. The reduced requirements were partly offset by: (a) Additional requirements for national staff costs, owing to a lower actual vacancy rate for national General Service staff, and the revision of national staff salary scales effective September 2010; (b) The higher unit cost of diesel fuel; (c) The deployment of eight vessels compared with seven vessels budgeted, and a change in the composition of fleet resulting in an increase in the monthly operating costs.

Peacekeeping component	*Main factors affecting budget performance*
UNMIK	100 per cent of the approved budget was utilized towards: (i) advancing regional stability and prosperity; (ii) supporting the reconciliation process; and (iii) galvanizing attention to the security situation at a number of return sites and in minority populated areas, as well as the lack of socio-economic development. Resources implementation was mainly affected by a lower actual post adjustment multiplier, lower common staff costs and higher-than-budgeted vacancy rate under international staff. The underexpenditures were partly offset by: (a) Loss on exchange rates resulting from the settlement in Euro of a socially-owned-enterprise claim; the settlement of third-party claims related to injuries sustained during the demonstration in 2007 in Pristina; the engagement of individual contractors to replace UNMIK staff on leave and to cover additional requirements for medical services; (b) Higher-than-budgeted salary level of national General Service staff and lower vacancy rate under national staff; (c) Non-budgeted project for consolidated warehouse; (d) Higher-than-anticipated official travel, including travel for training.
UNMIL	97.7 per cent of the approved budget was utilized towards: (i) supporting the Government of Liberia with respect to institutionalizing security reform and strategic planning for the further development of related State institutions; (ii) supporting the Government's efforts for the consolidation of State authority through the implementation of a poverty reduction strategy and the rule of law. Resources implementation was affected by the post-electoral crisis in Côte d'Ivoire and its subsequent humanitarian and security ramifications in the region. Underexpenditures mainly stemmed from: (a) Lower requirements with respect to military contingents, in particular: (i) rotation travel owing to favourable market rates for charter flights combined with fewer-than-planned contingent rotations; (ii) mission subsistence allowance owing to the lower level of deployment of force headquarters staff officers; and (iii) major equipment owing to the non-deployment and unserviceability of equipment; (b) Lower requirements with respect to the civilian personnel category of expenditure owing to the discontinuation of the payment of hazardous duty station allowance Mission-wide effective 1 September 2010. The underexpenditures were partly offset by: (a) Increased fuel prices; (b) Higher market prices for spare parts, as well as higher cost of maintenance for the Mission's aged vehicle fleet and equipment;

Peacekeeping component	*Main factors affecting budget performance*
	(c) The temporary rental of two commercial helicopters to replace two military helicopters temporarily deployed to UNOCI.
UNMIS	99.1 per cent of the approved budget was utilized towards: (i) providing support to the parties in the preparation and the implementation of the 2011 referendum on self-determination in Southern Sudan; (ii) providing support to progress on popular consultations for Southern Kordofan and Blue Nile States; (iii) providing support to negotiations on the status of the Abyei area; and (iv) implementation of a protection of civilians strategy. Resources implementation was mainly affected by: (a) Lower-than-budgeted travel cost of military contingents owing to lower ticket costs; (b) Lower-than-budgeted rations for military contingents owing to a lower cost per unit and availability of stock; (c) Higher-than-budgeted vacancy rate of staff on general temporary assistance positions. The reduced requirements were partly offset by: (a) Lower-than-budgeted actual vacancy rates of national and international staff; (b) Higher-than-budgeted rental cost of fixed-wing aircraft.
UNMIT	92 2 per cent of the approved budget was utilized towards: (i) enhancing security and stability in Timor-Leste; and (ii) continuing to discharge good offices functions with regard to the political process. Resources implementation was mainly affected by: (a) Higher actual average vacancy rates for United Nations police and formed police units, as well as military observers; (b) Lower requirements for air transportation, as the budgeted costs for the positioning and the painting of new aircraft were not incurred owing to the renewal of the existing contracts; (c) Reduced requirements for maintenance services owing to competitive bidding resulting in lower contractual costs; (d) Fewer replacement items purchased for communications and information technology owing to the transfer of equipment from missions in liquidation and other missions. The reduced requirements were partly offset by: (a) Increased fuel cost;

Peacekeeping component	*Main factors affecting budget performance*
	(b) Higher costs for national staff salaries owing to the revised salary scale that took effect in February 2011 and the post classification exercise that resulted in higher grades for national staff.
UNOCI	96.7 per cent of the approved budget was utilized towards providing logistical support, technical assistance and security before, during and after the two rounds of presidential elections. However, resources implementation was mainly affected by the post-electoral crisis, which resulted in an unencumbered balance primarily owing to: (a) Delayed deployment of additional military contingents and police personnel; (b) Lower actual fuel consumption for ground transportation mainly as a result of the restriction of movement of United Nations vehicles during the post-electoral crisis and the delayed troop deployment, as well as underexpenditure for rental of vehicles. The reduced requirements were partly offset by: (a) Unplanned shipping costs for surplus prefabricated buildings, and exchange rate loss; (b) Higher requirements under facilities and infrastructure mainly owing to increase in generator fuel consumption because of frequent power outages, the unplanned construction of new camps and a helipad, and the acquisition of additional equipment as a result of the post-electoral crisis; (c) Acquisition of 126 general purpose 4x4 vehicles to replace vehicles due for write off.
UNSOA	99.9 per cent of the approved budget was utilized towards consolidating and delivering the logistical support package initiated in the previous budget period to support the full deployment of AMISOM. Resources implementation was mainly affected by the severe security situation in Somalia coupled with the intensification of AMISOM combat operations, and increased requirement related to medical aero-evacuations and services. The unencumbered balance was primarily due to: (a) Reduced requirements for facilities and infrastructure owing primarily to the phase V security level in-theatre, which led to a reduction in requirements related primarily to construction services; petrol, oil and lubricants; and the acquisition of water purification equipment and water and septic tanks; (b) Reduced requirements for military contingents owing primarily to AMISOM troop-contributing countries deploying with lower contingent-owned equipment volumes than a standard United Nations battalion; contingent-owned equipment delivered directly into theatre through bilateral support; and the delayed deployment of 3,000 troops.

Peacekeeping component	*Main factors affecting budget performance*
	The reduced requirements were partly offset by: (a) Increased medical requirements owing to a higher-than-expected number of aero-evacuations and hospitalizations; limited deployment of contingent-owned medical equipment; and the need to upgrade AMISOM medical facilities to United Nations standards; (b) Increased requirements for other supplies, services and equipment owing to the procurement of shelving equipment and sundry items to support AMISOM operations in Mogadishu; the establishment of a global positioning system tracking system; exchange rate fluctuations; higher-than-expected costs for the movement of assets from Chad to Mombasa; and higher-than-expected average monthly cost of sealift movements from Mombasa to Mogadishu; (c) Increased requirements for consultants owing to the limitation on United Nations personnel to access Mogadishu because of the security situation in-theatre.
United Nations Logistics Base at Brindisi	99.9 per cent of the approved budget was utilized towards achieving the following milestones: (i) phase II of the establishment of the United Nations Support Base in Valencia, Spain, which entailed the installation of United Nations-owned equipment in the facility, was completed; phase III, the installation, the configuration and the testing of the equipment in the data centre building were also completed; (ii) the construction programme at the Logistics Base campus, as well as the construction of building "B" to be used as a data centre and for office space, were still ongoing and scheduled to be completed by June 2012, among other activities. Resources implementation was mainly affected by: (a) Higher resources requirements for international staff owing to higher payment of installation grant to newly recruited staff and to a post adjustment increase in Brindisi; (b) Losses on exchange rate; (c) A non-budgeted payment of pending claims to former individual contractors following the negotiation of a settlement. The higher requirements were partly offset by the: (a) Postponement of the construction project of the electrical system in Brindisi and the cancellation of miscellaneous projects; (b) Lower requirements for national staff costs owing to a lower-than-budgeted currency exchange rate.
Support account	93.8 per cent of the approved budget was utilized towards backstopping and supporting peacekeeping operations and the liquidation of two peacekeeping operations.

Peacekeeping component	*Main factors affecting budget performance*
	Resources implementation was mainly affected by: (a) Recruitment delays, high turnover rates, the inability to extend contracts for seconded posts, and difficulties in the identification and the recruitment of candidates meeting the professional requirements for temporary posts and positions, all resulting in lower salaries and common staff costs for the Department of Peacekeeping Operations, the Department of Field Support, the Department of Management and the Office of Internal Oversight Services (OIOS); (b) Planned activities for information technology system development and implementation that were not undertaken; (c) Vacancies in information and technology contractual services personnel. The reduced requirements were partly offset by unplanned information technology activities.

141. As indicated in table 3, the higher-than-budgeted vacancy rates for civilian personnel was one of the main factors that affected the budget performance of various operations (MINUSTAH (general temporary assistance), MONUSCO (International), UNMIK (International), UNMIS (general temporary assistance), support account).

142. Information on planned and actual vacancy rates for each operation for the performance period is shown in table 4.

Table 4
Planned and actual vacancy rates for the period 2010/11

		Vacancy rate (percentage)	
Peacekeeping component	*Category of staff*	*Planned*	*Actual*
MINURSO	International	10.0	8.3
	National	7.0	1.2
	United Nations Volunteers	5.0	5.0
MINUSTAH	International	14.0	15.9
	National Officers	6.0	12.1
	National General Service	6.0	6.4
	United Nations Volunteers	8.0	18.7
	Temporary international	32.0	58.2
	Temporary National Officers	21.0	72.9
	Temporary national General Service	21.0	47.0
MONUSCO	International	18.0	21.0
	National Officers	20.0	27.7
	National General Service	5.0	3.1

Peacekeeping component	*Category of staff*	*Vacancy rate (percentage)*	
		Planned	*Actual*
	United Nations Volunteers	10.0	6.0
	Temporary international	18.0	19.1
	Temporary National Officers	25.0	50.0
	Temporary national General Service	10.0	4.3
UNAMID	International	25.0	27.8
	National Officers	30.0	37.3
	National General Service	20.0	16.2
	United Nations Volunteers	25.0	24.4
	Temporary international	20.0	20.8
UNDOF	International	11.0	14.6
	National	4.0	3.7
UNFICYP	International	5.0	5.1
	National	2.0	1.8
UNIFIL	International	22.0	16.7
	National Officers	30.0	31.0
	National General Service	16.0	11.0
	Temporary international	—	13.9
UNMIK	International	12.0	13.9
	National Officers	10.0	9.1
	National General Service	4.0	2.2
	United Nations Volunteers	10.0	10.7
UNMIL	International	15.0	17.2
	National	5.0	5.3
	United Nations Volunteers	5.0	9.3
UNMIS	International	22.0	19.1
	National	20.0	10.3
	United Nations Volunteers	36.0	30.5
	Temporary international	20.0	44.6
	Temporary national	16.0	47.5
UNMIT	International	15.0	19.7
	National	20.0	10.6
	United Nations Volunteers	10.0	5.1
	Temporary international	10.0	42.9
	Temporary national	10.0	66.7
UNOCI	International	14.0	15.3
	National Officers	20.0	15.7
	National General Service	10.0	5.5
	United Nations Volunteers	8.0	25.1

Peacekeeping component	*Category of staff*	*Vacancy rate (percentage)*	
		Planned	*Actual*
	Temporary international	—	22.2
	Temporary national	—	30.0
Support to UNSOA	International	40.0	17.9
	National	40.0	16.3
United Nations Logistics Base at Brindisi	International	18.0	19.5
	National	7.0	8.0
	Temporary international	10.0	—
	Temporary national	5.0	4.3
Support account	Professional and above	12.0	15.7
	General Service	7.0	13.7
Total[a]	International	18.3	20.7
	National	13.9	10.5
	United Nations Volunteers	17.7	18.5
Grand total		**15.7**	**14.6**

[a] Includes posts and general temporary assistance positions.

B. Management initiatives

143. Information on management initiatives implemented during the financial period 2010/11, which resulted in efficiency gains, is set out in table 5.

Table 5
Management initiatives implemented in 2010/11

Peacekeeping component	*Management initiatives resulting in efficiency gains*
MINURCAT	Utilization of small passenger aircraft for flights outside the main operational base compared with the planned utilization of medium aircraft. This resulted in smaller composition of crew required to be paid subsistence allowance
MINURSO	Installation of solar panels at the Tifariti team site and logistical base in Laayoune to eventually lower utility costs
	Conservative method of acquisition of stationery and office supplies and implementation of stringent control over use, resulting in lower acquisition need
	Effective aviation operation and quality assurance programme, including surveillance and monitoring results, which resulted in lower liability insurance premium

Peacekeeping component	*Management initiatives resulting in efficiency gains*
MINUSTAH	Majority of vehicle repairs and maintenance performed in-house at the transport workshops, reducing the need for contractual repairs and maintenance
	Regularly scheduled flights between Port-au-Prince and Santo Domingo, reducing the number of medical evacuations flights
MONUSCO	Staff was sent only to training essential to mandate implementation. As a consequence, some trainings were not undertaken, while more were conducted using the Entebbe regional training facilities, which resulted in daily subsistence allowance and airfare savings
	Efficient flight scheduling resulting in a lower number of flights and reduced requirement for air crew subsistence allowance
UNAMID	Increased shared accommodation, thereby reducing the number of accommodations requiring security services
	Implementation of a shared computer printers' policy among staff and change to the use of virtual servers, resulting in reduction in information technology equipment acquisition
	Adoption of a new policy of virtualization of servers, as well as a policy to buy replacement equipment, instead of spare parts, in view of the rapid rate of obsolescence of equipment, resulting in reduced requirement for information technology maintenance and spare parts
UNDOF	Rationalization of the provision of rations to military contingents, which led to less waste while ensuring the appropriate caloric values
	Management and monitoring of the supply and storage of fuel through the utilization of the fuel log system, contributing to reduced fuel consumption
	Consolidation of two level-I clinics in Camp Ziouani, resulting in reduced requirements for medical supplies
UNFICYP	Use of commercial flights for contingent personnel rotation resulting in lower costs of rotations travel
	Launch of the Force website, resulting in lower educational activities
UNIFIL	Utilization of compensatory time off instead of overtime
	Use of an electronic document management system, resulting in reduced consumption of photocopy paper
	Extension of the life expectancy of the existing fire truck, resulting in reduced resources requirement

Peacekeeping component	*Management initiatives resulting in efficiency gains*
	Extended service cycles and vehicle repair work being performed in-house by the mission, contributing to lowering resources requirements with respect to repairs and maintenance
	Assignment rotation of medical specialists to level-1+ medical facilities hospital to provide medical care for mission personnel, resulting in lower number of patients being referred to higher level hospitals facilities
	Utilization of United Nations-owned trucks for the movement of cargo from Beirut (seaport and airport) to different destinations in the area of operations, resulting in lower resources requirements
UNMIK	Training in-house personnel resulted in reduced use of international contractors
	Utilization of in-house capacity and existing technologies to implement planned projects, such as posters, leaflets, radio advertisements, and the Mission website, resulting in lower resources requirements
UNMIL	The mission sank boreholes in some camps, reducing reliance on vendor-provided water
	Availability of materials through electronic media with a wider audience, resulting in fewer prints of public information magazines, for example "UNMIL Focus" and "UNMIL Today"
UNMIT	Combined police and formed police units rotations on charter flights rather than purchasing individual tickets, resulting in reduced resources requirements
	Staff encouraged to avail compensatory time off in lieu of overtime payments
	Overseas travel plans replaced by engaging consultants to train staff in-house or at premises of a regional training provider, resulting in reduced resources requirement
	Extension of equipment lifespan, resulting in reduction in resources requirement
	Increase of in-house maintenance and repairs, resulting in reduction in expenditure for repairs of accidental vehicles
	Implementation of local procurement authority system for stationery items and stock management controls
UNSOA	Training courses being conducted regionally/locally, owing to local capacity, which resulted in limited external travel

Peacekeeping component	*Management initiatives resulting in efficiency gains*
	Monitoring of the closed-circuit television security system at the Mombasa Support Base by in-house capacity, rather than relying on an external contractor, resulting in lower resources requirement
	Centralized distribution of oil and lubricants for generators, vehicles and naval vessels, resulting in lower resources requirement
United Nations Logistics Base at Brindisi	Introduction of electric vehicles, replacing the diesel ones, combined with green initiative campaigns encouraging the use of bicycles within the base and the suspension of shuttle bus service, contributing to reduction in fuel consumption
Support account	Streamlining of the number of physical servers required to support the applications of the Department of Peacekeeping Operations and the Department of Field Support at Headquarters, combined with the transition from physical servers to a virtual server environment
	In-house expertise used instead of the planned consultancy to conduct the training workshop held by the Department of Public Information at the Entebbe Regional Service Centre
	A process for helpdesk support in the area of information technology infrastructure services was automated during the period, reducing the need for general temporary assistance

IV. Proposed resources for the period from 1 July 2012 to 30 June 2013

A. Budget presentation and financial management

144. For the preparation of the proposed budgets for 2012/13, a number of steps were taken with a view to making more accurate forecasts, in particular with respect to the determination of the vacancy factors and delayed deployment factors applied to the cost estimates, international staff costs and air transportation requirements.

Delayed deployment factors and vacancy rates

145. The proposed delayed deployment factors and vacancy rates to be applied to the cost estimates of military, police and civilian personnel have been carefully scrutinized and extensive consultations held to arrive at projections reflected in the proposed budgets that are as realistic as possible. The vacancy rates applied in the proposed budgets for each mission take into account the following: (a) actual average vacancy rates for each category of mission personnel in the most recent completed performance period, and in prior periods, where/if relevant; (b) actual average vacancy rate for each category of mission personnel in the currently ongoing budget period; (c) other relevant mission-specific information in relation to the generation and the deployment of uniformed personnel and the recruitment of civilian staff that would affect vacancy rates, as reflected in the planned deployment

schedules of the military and civilian personnel. In addition, a guideline and checklist regarding the application of delayed deployment factors to the relevant budget lines were developed.

International staff costs

146. With regard to international staff costs, the budgetary rates for net salary and staff assessment were determined for each grade level and for each peacekeeping mission based: (i) on the salary scales effective January 2012; (ii) the post adjustment multiplier for January 2012 applicable to each duty station; (iii) the latest available actual ratios of single staff and staff with dependents per mission and per category of staff; and (iv) on the latest available actual average step levels for each grade level for each mission, in comparison to previous years, when one average step of the applicable salary scale was applied for the mission.

Air transportation

147. With regard to air transportation requirements, particular attention was given to past actual aircraft utilization in order to avoid overestimation of the budgeted flight hours in addition to the guaranteed fleet costs. Actual flight hours experience was also used in the analysis of the estimation of aviation fuel requirements.

Improvements in budget presentation methodology

148. With regard to budget presentation, a pilot streamlined report of the Secretary-General on the budget of UNMISS for 2012/13 will be submitted to the General Assembly for its consideration at its resumed sixty-sixth session.

Impact of exchange rates on peacekeeping operations budgets

149. The General Assembly, in paragraph 77, section VI, of its resolution 65/289, recalled section I, paragraph 14, of resolution 64/269, in which it requested the Secretary-General to report on measures to address the impact of exchange rate fluctuations in the presentation of peacekeeping budgets and the management of peacekeeping accounts. The following paragraphs provide information on the impact of exchange rate fluctuations on peacekeeping budgets.

1. Overview of peacekeeping expenditure in currencies other than the United States dollar

150. Table 6 shows total actual expenditure for peacekeeping operations in currencies other than the United States dollar during the 2008/09, 2009/10 and 2010/11 financial periods compared to total actual expenditure. The percentage of expenditure in currencies other than the United States dollar was 16.8 per cent, 9.9 per cent and 10.1 per cent in 2008/09, 2009/10 and 2010/11, respectively.

Table 6
Actual expenditure for peacekeeping operations in currencies other than the United States dollar, converted in United States dollar
(Millions of United States dollars)

	2008/09	*2009/10*	*2010/11*
Total actual expenditure[a]	6 826.2	7 258.1	7 243.9
Total expenditure in currencies other than United States dollar[a]	1 148.0	736.7	729.0
As a percentage of total expenditure	16.8	10.2	10.1

[a] Excludes the support account for peacekeeping operations.

151. Expenditures in currencies other than the United States dollar are principally in one currency (euro). During the 2008/09 period, the euro represented 65.5 per cent of all transactions in currencies other than the United States dollar, with the Sudanese pound representing 8.5 per cent and the CFA franc (XOF), pegged to the euro, representing 7.0 per cent. During the 2009/10 period the percentage of transactions conducted in euro decreased to 49.3 per cent, with the Sudanese pound and the CFA franc (XOF) representing an additional 14.2 per cent and 10.2 per cent, respectively, and during the 2010/11 period, the euro represented 46.4 per cent of all transactions in currencies other than the United States dollar, with the Sudanese pound and the CFA franc (XOF) representing an additional 18.1 per cent and 9.5 per cent, respectively.

Table 7
Expenditure for peacekeeping operations in currencies other than the United States dollar by currency
(Millions of United States dollars)

	2008/09		*2009/10*		*2010/11*	
Currency	*Total expenditure converted into United States dollars*	*Percentage of total expenditure in currencies other than United States dollars*	*Total expenditure converted into United States dollars*	*Percentage of total expenditure in currencies other than United States dollars*	*Total expenditure converted into United States dollars*	*Percentage of total expenditure in currencies other than United States dollars*
Euro (EUR)	751.7	65.5	363.1	49.3	338.2	46.4
Sudanese pound (SDG)	97.6	8.5	104.4	14.2	131.8	18.1
F CFA (XOF)[a]	79.8	7.0	75.0	10.2	69.4	9.5
Japanese yen (JPY)	59.1	5.1	48.4	6.6	22.6	3.1
Haitian gourde (HTG)	37.7	3.3	34.9	4.7	49.3	6.8
Lebanese pound (LBP)	34.4	3.0	57.9	7.8	68.3	9.4
F CFA (XAF)[b]	24.5	2.1	—	—	0.2	0.0
British pound (GBP)	15.0	1.3	28.0	3.8	23.1	3.2
Australian dollar (AUD)	10.6	0.9	5.7	0.8	3.0	0.4
Moroccan dirham (MAD)	9.5	0.8	8.9	1.2	9.3	1.3
Syrian pound (SYP)	8.4	0.7	—	—	—	—
Ugandan shilling (UGX)	3.0	0.3	3.4	0.5	6.8	0.9
Other currencies	16.7	1.5	7.0	0.9	7.0	0.9
Total[c]	**1 148.0**		**736.7**		**729.0**	

[a] Benin, Burkina Faso, Côte d'Ivoire, Guinea-Bissau, Mali, Niger, Senegal and Togo.
[b] Cameroon, Central African Republic, Chad, Congo, Equatorial Guinea and Gabon.
[c] Excludes the support account for peacekeeping operations.

152. Peacekeeping operations that had the highest percentage of transactions in currencies other than the United States dollar compared to total expenditures during the 2010/11 financial period were UNFICYP, UNMIK and the United Nations Logistics Base at Brindisi as shown in table 8.

Table 8
Expenditure in currencies other than the United States dollar by peacekeeping operations compared to total expenditure
(Millions of United States dollars)

	2008/09			*2009/10*			*2010/11*		
		Total expenditure in currencies other than United States dollar			*Total expenditure in currencies other than United States dollar*			*Total expenditure in currencies other than United States dollar*	
Peacekeeping component	*Total expenditure in United States dollars*	*Converted in United States dollars*	*Percentage*	*Total expenditure in United States dollars*	*Converted in United States dollars*	*Percentage*	*Total expenditure in United States dollars*	*Converted in United States dollars*	*Percentage*
MINURCAT	424.1	150.2	35.4	540.8	12.4	2.3	236.3	10.1	4.3
MINURSO	45.1	13.2	29.3	51.9	13.9	26.8	57.1	14.2	24.9
MINUSTAH	574.4	72.1	12.6	713.7	76.3	10.7	810.6	93.0	11.5
MONUC/MONUSCO	1 163.3	31.9	2.7	1 345.2	49.2	3.7	1 356.1	46.0	3.4
UNAMID	1 491.3	390.3	26.2	1 547.9	161.2	10.4	1 583.4	128.6	8.1
UNDOF	45.7	11.2	24.5	45.0	5.1	11.3	47.3	3.5	7.4
UNFICYP	54.7	31.9	58.3	53.3	32.0	60.0	55.7	32.2	57.8
UNIFIL	575.5	76.2	13.2	542.1	93.2	17.2	518.7	100.3	19.3
UNMEE	31.0	8.1	26.1	—	—	—	—	—	—
UNMIK	168.5	94.2	55.9	46.7	25.7	55.0	47.9	24.7	51.6
UNMIL	593.5	36.4	6.1	541.8	34.7	6.4	512.2	28.7	5.6
UNMIS	860.5	80.7	9.4	932.5	69.9	7.5	998.8	90.9	9.1
UNMIT	172.8	10.7	6.2	191.1	6.8	3.6	190.1	6.1	3.2
UNOCI	475.4	107.6	22.6	473.6	100.6	21.2	551.5	91.5	16.6
UNOMIG	34.0	5.2	15.3	10.3	0.2	1.9	—	—	—
UNSOA	72.1	—	—	164.3	28.9	17.6	210.1	24.8	11.8
United Nations Logistics Base at Brindisi	44.3	28.1	63.4	57.9	26.5	45.8	68.1	34.4	50.5
Total	**6 826.2**	**1 148.0**	**16.8**	**7 258.1**	**736.7**	**10.2**	**7 243.9**	**729.0**	**10.1**

2. Estimating and reporting on expenditure based in currencies other than the United States dollar

Estimating expenditure based in currencies other than the United States dollar

153. In accordance with financial regulation 6.3, the budgets of peacekeeping operations are presented in United States dollars. Cost items that are expected to be paid in currencies other than the United States dollar are estimated in United States dollars using the latest United Nations operational rates of exchange at the time of budget preparation, which are established by the United Nations Treasury. The

Treasury establishes and publishes the United Nations operational rates of exchange for use throughout the United Nations system, which are effective on the first day of each month except for 30 June and 31 December. Operational rates are determined using current market rates from a recognized financial data source and, if appropriate, supplementary information from UNDP, UNICEF, specialized agencies, regional economic commissions, peacekeeping missions and other relevant sources. Peacekeeping missions are requested to provide the Treasury with monthly information regarding market conditions and a recommendation regarding the operational rate of exchange. National staff salary, common staff cost and staff assessment paid in currencies other than the United States dollar were however estimated in the 2010/11 budget proposals using the World Bank exchange rate forecasts for 2011.

Reporting on expenditure based in currencies other than the United States dollar

154. The United Nations operational rates of exchange are used for recording all United Nations transactions conducted in currencies other than the United States dollar. Payments in currencies other than the United States dollar are determined on the basis of the United Nations operational rate of exchange prevailing at the time of payment.

155. Table 9 shows the estimated impact of exchange rate fluctuations on the budgets of peacekeeping operations during the 2010/11 period. As the accounting system currently in use in peacekeeping operations does not allow for the collection of such information, the figures in table 9 are only rough estimates.

Table 9
Estimated impact of exchange rates fluctuations on the budgets of peacekeeping operations for 2010/11
(Thousands of United States dollars)

	2010/11		*Variance*	
Currency	*Actual expenditure at prevailing United Nations operational rates of exchange at time of payment*	*Estimated costs at budgeted rates*	*Amount*	*Percentage*
Euro (EUR)	338 241.4	361 716.9	(23 475.5)	(6.5)
Sudanese pound (SDG)	131 772.0	147 107.7	(15 335.7)	(10.4)
F CFA (XOF)	69 400.8	77 180.3	(7 779.6)	(10.1)
Lebanese pound (LBP)	68 340.0	68 298.8	41.2	0.1
Haitian gourde (HTG)	49 325.8	46 893.0	2 432.8	5.2
British pound (GBP)	23 098.0	23 162.6	(64.6)	(0.3)
Moroccan dirham (MAD)	9 255.6	9 802.6	(547.0)	(5.6)
Japanese yen (JPY)	22 587.7	20 792.6	1 795.1	8.6
Ugandan shilling (UGX)	6 836.8	4 648.0	2 188.8	47.1
Other currencies	10 132.3	9 899.6	232.7	2.4
Total	**728 990.3**	**769 502.1**	**(40 511.8)**	**(5.3)**

156. It is estimated that approximately $40.5 million reduced expenditure was incurred in 2010/11 owing to exchange rate fluctuations, representing 5.3 per cent of total peacekeeping expenditure in currency other than the United States dollar for the period, while representing 0.55 per cent of total peacekeeping expenditure.

157. The United Nations operational rates of exchange are usually different from the actual exchange rates obtained at the bank at the time of the transaction. Any difference between the actual amount received on exchange and the amount that would have been obtained at the United Nations operational rate of exchange is accounted for as loss or gain on exchange. The resulting gain or loss is consolidated at the end of the financial period and is recognized as income or expenditure, depending on the overall balance. At closing of the accounts for the financial period, any negative balance on the account for loss or gain on exchange is debited to the relevant budget account, while any positive balance is credited to miscellaneous income. To enable the reporting of gain/loss on exchange rate by currency, transactions are recorded according to the currency of payment.

158. Table 10 shows the gain/loss on exchange rates at the time of transaction for the past three financial periods, which represented between 0.1 per cent and 0.5 per cent of total actual expenditure, having had a positive effect of US$ 26 million on the peacekeeping budgets overall for the financial periods 2008/09 to 2010/11.

Table 10
Gain/loss on exchange rates for the past three financial periods
(Thousands of United States dollars)

	2008/09		*2009/10*		*2010/11*		*Grand total*	
Peacekeeping component	*(Gain)/loss on exchange*	*(Gain)/loss on exchange percentage of total mission expenditure*	*(Gain)/loss on exchange*	*(Gain)/loss on exchange percentage of total mission expenditure*	*(Gain)/loss on exchange*	*(Gain)/loss on exchange percentage of total mission expenditure*	*(Gain)/loss on exchange*	*(Gain)/loss on exchange percentage of total mission expenditure*
MINURCAT	(3 837.7)	(0.9)	619.0	0.1	468.6	0.2	(2 750.1)	(0.2)
MINURSO	42.9	0.1	69.5	0.1	273.9	0.5	386.4	0.3
MINUSTAH	(1 022.1)	(0.2)	(116.5)	—	1 183.0	0.1	44.3	—
MONUC/MONUSCO	(447.3)	—	1 189.4	0.1	1 589.6	0.1	2 331.6	0.1
UNAMID	(23 618.3)	(1.6)	(1 576.8)	(0.1)	(1 419.3)	(0.1)	(26 614.4)	(0.6)
UNDOF	(39.3)	(0.1)	60.6	0.1	79.6	0.2	100.9	0.1
UNFICYP	496.0	0.9	499.8	0.9	(466.9)	(0.8)	528.9	0.3
UNIFIL	(789.8)	(0.1)	(151.2)	—	492.2	0.1	(448.8)	—
UNMEE	(45.1)	(0.1)	—	—	—	—	(45.1)	(0.1)
UNMIK	351.9	0.2	(409.2)	(0.9)	416.5	0.9	359.2	0.1
UNMIL	(986.7)	(0.2)	(276.8)	(0.1)	680.8	0.1	(582.7)	—
UNMIS	(3 208.6)	(0.4)	1 209.4	0.1	(264.0)	—	(2 263.1)	(0.1)
UNMIT	(775.3)	(0.4)	99.4	0.1	189.9	0.1	(486.0)	(0.1)
UNOCI	(480.1)	(0.1)	650.3	0.1	1 415.4	0.3	1 585.6	0.1
UNOMIG	53.9	0.2	(14.4)	(0.1)	—	—	39.6	0.1
UNSOA	1.9	—	(199.4)	(0.1)	1 153.2	0.5	955.6	0.2

Peacekeeping component	*2008/09*		*2009/10*		*2010/11*		*Grand total*	
	(Gain)/loss on exchange	*(Gain)/loss on exchange percentage of total mission expenditure*	*(Gain)/loss on exchange*	*(Gain)/loss on exchange percentage of total mission expenditure*	*(Gain)/loss on exchange*	*(Gain)/loss on exchange percentage of total mission expenditure*	*(Gain)/loss on exchange*	*(Gain)/loss on exchange percentage of total mission expenditure*
United Nations Logistics Base at Brindisi	(1 691.0)	(3.8)	536.3	0.9	1 851.1	2.7	696.4	0.4
Total	**(35 994.5)**	**(0.5)**	**2 189.4**	—	**7 643.5**	**0.1**	**(26 161.6)**	**(0.1)**

159. Additional expenditure due to exchange rate fluctuations, including losses on exchange rates, are reported in the context of the relevant performance reports and absorbed, to the extent possible, within the resources appropriated by the General Assembly for each peacekeeping operation.

160. Reduced expenditure, as well as gains on exchange rates, are also reported in the context of the relevant performance reports and credited to Member States.

3. Options for mitigation measures

161. Over the years, the question of options for protecting the United Nations against fluctuations in exchange rates has been extensively explored within the United Nations system, all presenting advantages and disadvantages for the Organization and the Member States. These methodologies are analysed in the performance reports on the programme budget for the biennium 2010-2011 of the Secretary-General (A/65/589 and A/66/578 and Corr.1).

162. Based on the above review of the impact of exchange rate fluctuations on peacekeeping budgets, highlighting that approximately 10 per cent of the peacekeeping operations expenditures were in currencies other than the United States dollar in 2009/10 and 2010/11, and that over time the variation on exchange rate had limited impact overall on the accounts of peacekeeping operations, while taking into consideration the pros and the cons of the various options explored to mitigate the risk, as indicated in the first performance report (A/65/589), the Secretary-General is of the view that expected return from the various options set out above would be offset by the actual cost generated and opportunity cost it would represent for missions as well as Member States.

B. Proposed resources for the period from 1 July 2012 to 30 June 2013

163. The total proposed resource requirements for peacekeeping operations for the financial period from 1 July 2012 to 30 June 2013, inclusive of the United Nations Logistics Base at Brindisi and the support account, are currently estimated at $7.4 billion.

164. The General Assembly, in section III, paragraphs 9 and 10, of its resolution 59/296, affirmed that budget submissions should, to the extent possible, reflect management improvements and efficiency gains to be achieved and articulate future strategies in that regard. In compliance with that resolution, the Secretary-General, in his budget proposals for the 2006/07 financial period, introduced the concept of

efficiency gains, according to which efficiency gains refer to situations in which less input, or the same input at a lower cost, is needed to produce the same output level as in the previous financial period (assuming there has been no change in quality).

165. In section I, paragraph 18, of its resolution 65/289, the General Assembly encouraged the pursuit of further management improvements and efficiency gains. In that regard, quantified efficiency gains have been identified overall in the budget proposals for 2012/13, as highlighted in table 11, with detailed descriptions of the efficiency gains included in the budget proposal for 2012/13 of each mission.

Table 11
Examples of efficiency gains included in 2012/13 budget reports
(Millions of United States dollars. Budget year is from 1 July to 30 June.)

Missions	*Projected savings*	*Class of expenditure*
MINURSO	0.3	**Air transportation**
		Reduction of one rotary-wing aircraft through a revision of the air asset allocation by the Mission
	1.2	**Vehicles and equipment**
		Extension of useful life of vehicles, information technology, communications equipment and facilities and infrastructure equipment
	0.1	**Streamlining of support function**
		Consolidation of supply functions through the establishment of integrated and consolidated warehouse for engineering, communications and information technology assets resulting in reduction of one national General Service post and one UNV position
MINUSTAH	1.5	**Rotation of military and police personnel**
		Improved planning and transport arrangements
	1.5	**Rations**
		Enhanced management of ration stocks
		Production of bottled water for military and formed police personnel through the Mission's water purification plants
	4.1	**Facilities and infrastructure**
		Extension of useful economic life of current equipment and reduction of spare parts and supplies combined with reduction in fuel consumption for generators
	2.6	**Ground transportation**
		Extension of useful economic life of existing vehicles and vehicle workshop equipment combined with reduction in fuel consumption and reduction in spare parts through the implementation of the Just-in-Time (JIT) inventory system
	4.3	**Air transportation**
		Reconfiguration of the aircraft fleet to 1 fixed-wing and 9 rotary-wing aircraft combined with reduction in fuel consumption
	0.3	**Naval transportation**
		Improved utilization of boats through the rationalization of routes to achieve increased efficiency of fuel consumption

Missions	*Projected savings*	*Class of expenditure*
	1.1	**Communications**
		Extension of useful economic life of current equipment combined with enhancement of the Mission's microwave backbone coverage, resulting in cost reduction for Internet services
	2.4	**Information technology**
		Extension of useful economic life of current equipment
MONUSCO	7.5	**Information and communications technology**
		Introduction of one computing device practice, consolidation of data centres and implementation of the virtual desktop infrastructure and the CISCO SMARTnet
	0.4	**Fuel consumption**
		Installation of generators in a synchronized manner resulting in a reduction in fuel consumption
UNAMID	1.5	**Rations**
		Transportation and delivery of combat reserve packs and 14-day water reserve using the assets of the Operation instead of commercially contracted assets
	9.5	**Travel on emplacement, rotation and repatriation**
		Rotation of troops deployed by neighbouring countries using the air assets of the Operation
	4.8	**Fuel consumption**
		Reduction in fuel consumption by 5 per cent through more stringent management of requirements
	1.2	**Maintenance supplies**
		Reduction in consumption by 10 per cent through more stringent management of requirements
	6.3	**Spare parts acquisitions**
		Reduction in consumption by 30 per cent through more stringent management of requirements
	59.1	**Air transportation**
		Reconfiguration of the aviation fleet to optimize aircraft utilization
UNDOF	0.1	**Information and communications technology**
		Use of standardized equipment platforms and regional availability of spare parts to reduce requirements for communications and information technology spare parts
UNFICYP	1.1	**Assets**
		Extension of the life of generators and equipment
	0.2	**Energy consumption**
		Installation of fuel management systems, as well as installation of solar energy
UNIFIL	0.7	**Ground transportation**
		Lower vehicle repairs and maintenance costs owing to the discontinuation of external contract arrangements of 30 armoured vehicles, which will be performed in-house

Mission	*Projected savings*	*Class of expenditure*
	2.0	**Air transportation**
		Reduction of 200 helicopter flight hours through the revision of the training route and the reduction in the number of delegations transported by air, as well as the reduction in the guaranteed fleet and flight hour costs
	0.2	**Information and communications technology**
		Use of standardized equipment platforms and regional availability of spare parts to reduce requirements for spare parts
	0.2	**Official travel**
		Higher utilization of regional training capacities and combining travel tasks of military personnel on within-mission travel assignments resulting in the reduction of military escort and liaison travel
UNMIK	0.1	**Ground transportation**
		Reduction in the number of vehicles in use by 40, which will reduce fuel consumption and vehicle maintenance cost
UNMIL	6.4	**Air transportation**
		Change in the composition of the Mission's aircraft fleet with the replacement of the B-757-200 fixed-wing aircraft with a smaller capacity B-737 aircraft at lower costs
	0.3	**Information technology**
		Increase visualization resulting in the reduction in the number of servers
UNMIT	0.5	**Power supply**
		Installation of a transformer and purchase of power from the city at a lower cost than the Mission's self-produced power
UNOCI	1.4	**Military and police personnel**
		Reduction in rations by 5 per cent through closer management of the ration stocks by integration of the military and civil elements of the support component
	1.0	**Facilities and infrastructure**
		Efficiencies in consumption leading to reduced requirements for spare parts and supplies through closer management of requirements; reduction of fuel consumption owing to improved fuel management; installation of solar power generation system in five camps, as well as environment-friendly wastewater treatment system in two new camps
	1.3	**Ground transportation**
		Reduction of fuel consumption owing to improved fuel management, as well as reduced requirements for spare parts and supplies through closer management of requirements
	14.8	**Air transportation**
		Replacement of two fixed-wing aircraft with smaller aircraft and a reduction of two helicopters and monthly planning of routine military flights leading to improved fuel management

Missions	*Projected savings*	*Class of expenditure*
	1.3	**Communications and information technology**
		Extension of the useful economic life of current assets as well as reduced requirements for spare parts through closer management of requirements; stricter control and scrutiny of telephony services and roaming services
UNSOA	0.3	**Ground transportation**
		Discontinuation of outsourced transport services for staff members, use of the Mission's light passenger vehicle fleet
	1.8	**Air transportation**
		Support to strengthening security at the Mogadishu International Airport and its flight paths to enable the United Nations to charter larger aircraft for the rotation of troops, thereby reducing the projected average cost per movement per person
	1.3	**Information and communications technology**
		Utilization of local Internet service providers, as opposed to systems-contracted satellite services
Grand total	**112.7**	

Table 12
Examples of initiatives to be implemented in 2012/13

Component	*Initiatives*
MONUSCO	**Environmental initiative**
	Increased utilization of solar equipment in Kamina, Bukavu, Uvira, Kassesse and Bunia
	Fuel management
	Synchronization of generators
UNAMID	**Environmental initiative**
	Enhancement of environmental initiatives by reducing the fossil fuel consumption and production of 1 million seedlings
	Maintenance strategy
	Implementation of preventive maintenance strategy for vehicles, water purification equipment and septic tanks
UNDOF	**Fuel management**
	Reduction of generator fuel consumption through a programme of improving the insulation of all facilities and switching to renewable power sources
	Maintenance strategy
	Reduction of vehicles maintenance costs by adjusting intervals between oil changes from current 5,000 km to 10,000 km, in keeping with the manufacturer's recommendations
UNFICYP	**Energy and water management**
	Extension of the energy and water conservation pilot project to 6 additional locations
UNMIK	**Environmental initiative**
	Initiatives to mitigate the environmental impact of the Mission activities through a sewage treatment plant
	Energy management
	Replacement of 40 security mercury lights with the solar lighting system in three locations
UNSOA	**Environmental initiative**
	Development of a waste management programme that includes waste separation, collection, processing, incineration and ash land-filling activities, as well as processing of liquid waste through wastewater treatment facilities, composting of biodegradable waste and recycling and treatment of hazardous and medical waste

166. Table 13 provides the proposed requirements for the 2012/13 financial period by peacekeeping component.

Table 13
Proposed requirements for the 2012/13 period
(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Peacekeeping component	*Expenditure (2010/11)*	*Apportionment (2011/12)*	*Proposed budget (2012/13)*[b]	*Variance*	
				Amount	*Percentage*
MINURCAT[a]	236 252.3	—	—	—	—
MINURSO	57 102.1	61 449.4	58 715.2	(2 734.2)	(4.4)
MINUSTAH	810 562.7	793 517.1	644 389.8	(150 211.0)	(18.8)
MONUSCO	1 356 126.9	1 486 486.1	1 338 915.3	(147 570.8)	(9.9)
UNAMID	1 583 449.8	1 689 305.5	1 520 964.9	(168 340.6)	(10.0)
UNDOF	47 280.7	50 526.1	46 238.7	(4 287.4)	(8.5)
UNFICYP	55 744.4	56 512.0	54 215.5	(2 296.5)	(4.1)
UNIFIL	518 692.3	545 470.6	517 202.3	(28 268.3)	(5.2)
UNISFA	—	175 500.0	256 795.1	81 295.1	46.3
UNMIK	47 867.0	44 914.8	46 963.2	2 048.4	4.6
UNMIL	512 208.2	525 559.9	502 224.0	(23 335.9)	(4.4)
UNMIS[a]	998 776.4	137 532.0	—	(137 532.0)	(100.0)
UNMISS	—	722 129.6	839 762.5	117 632.9	16.3
UNMIT	190 145.1	196 077.5	160 218.2	(35 859.3)	(18.3)
UNOCI	551 482.9	645 961.4	586 158.2	(59 803.2)	(9.3)
UNSOA[b]	210 089.1	291 092.7	437 744.9	(146 652.2)	(50.4)
Subtotal, missions	**7 175 779.9**	**7 422 034.7**	**7 010 507.8**	**(411 526.9)**	**(5.5)**
United Nations Logistics Base at Brindisi	68 116.7	68 512.5	70 461.6	1 949.1	2.8
Support account[c]	341 421.4	344 792.4	320 456.7	(24 335.7)	(7.1)
Subtotal, resources	**7 585 318.0**	**7 835 339.6**	**7 401 426.1**	**(433 913.5)**	**(5.5)**
Voluntary contributions in kind (budgeted)	6 833.3	6 419.3	8 575.6	2 156.3	33.6
Total resources	**7 592 151.3**	**7 841 758.9**	**7 410 001.7**	**(431 757.3)**	**(5.5)**

[a] The mandate of MINURCAT was not extended beyond 31 December 2010; the mandate of UNMIS was not extended beyond 9 July 2011.

[b] For UNSOA, reflects preliminary 2012/13 estimates pending finalization of the proposed 2012/13 budget.

[c] Inclusive of requirements for enterprise resource planning in the amounts of $57,033.0 for 2010/11, $47,185.2 for 2011/12 approved by the General Assembly in its resolution 64/243, and $37,337.6 for 2012/13 based on the estimate presented in the third progress report of the Secretary-General on the enterprise resource planning project (A/66/381).

167. Table 14 provides the main factors affecting the changes in resource requirements for the 2012/13 period, compared with the 2011/12 period.

Table 14
Main factors for variance in resource requirements

Peacekeeping component	*Main factors for variance*
MINURSO	Decrease of $2.7 million (4.4 per cent) resulting from the:
	(a) Decision to extend the useful life of existing vehicles for an additional two years;
	(b) Reduced provisions for acquisition of assets as they have been received from MINURCAT and extension of assets' useful life;
	(c) Reduction in the number of rotary-wing aircraft from 3 to 2 and lower requirements for VHF and servers replacement.
	The lower requirements are partly offset by:
	(a) Higher requirements for civilian staff costs owing to the salary scale review of national staff;
	(b) Additional requirements for one additional heavy mechanical clearance machine, which will help expedite the mine-clearance activity in the mission area;
	(c) Higher requirements for rental and operation of fixed-wing aircrafts.
MINUSTAH	Decrease of $149.1 million (18.8 per cent) resulting from the:
	(a) Reduction in the authorized strength by 1,600 military contingent personnel and 1,150 formed police unit personnel pursuant to Security Council resolution 2012 (2011);
	(b) Abolishment of 352 temporary positions funded under general temporary assistance to align the operational and administrative support capacities of the Mission with the partial drawdown of its post-earthquake surge in military and police capabilities;
	(c) Discontinuation of the entitlement to hazardous duty station allowance for civilian personnel effective March 2011 and non-applicability of danger pay to the mission area.
MONUSCO	Overall decrease of $147.6 million (9.9 per cent) resulting from the:
	(a) Reconfiguration of the air fleet with higher-speed and larger load capacity aircraft;
	(b) Discontinuation of the supplemental payment to troop-contributing countries;
	(c) Deferment of the implementation of the Integrated Mission Headquarters project.

Peacekeeping component	*Main factors for variance*
UNAMID	Decrease of $168.3 million (10.0 per cent) resulting from the: (a) Reduced requirements for military and police personnel owing to: (i) higher delayed deployment factors based on the latest deployment information; (ii) provision made for a supplemental payment to troop-contributing countries in 2011/12; (iii) the rotation of personnel using Operation assets; and (iv) the decrease in the ceiling man rate for fresh rations; (b) Reduced requirements for air transportation owing to a lower number of flight hours and lower contractual costs; (c) Reduced construction and acquisition costs to finalize the Operation's engineering, communications and information technology infrastructure. The lower requirements are partly offset by the revised salary scales, the application of a lower vacancy rate to the cost estimates for national General Service staff, and the higher exchange rate of local currency against the United States dollar during the period.
UNDOF	Decrease of $4.3 million (8.5 per cent) resulting from the: (a) Deferment of the replacement of vehicles and communications and information technology equipment resulting from the extension of the use of the equipment; (b) Discontinuation of the supplemental payment to troop-contributing countries; (c) Reduced requirements for the rotation costs of military personnel, based on recent lower actual commercial air charter service costs.
UNFICYP	Decrease of $2.3 million (4.1 per cent) resulting from the: (a) Discontinuation of the supplemental payment to troop-contributing countries; (b) Reduced requirements for civilian personnel costs based on current salaries and the application of the United Nations operational rates of exchange at 31 December 2011.
UNIFIL	Decrease of $28.3 million (5.2 per cent) resulting from the: (a) Discontinuation of the supplemental payment to troop-contributing countries; (b) Application of a higher delayed deployment factor for military personnel; (c) Increased utilization of United Nations aircraft for the rotation travel of military contingent personnel;

Peacekeeping component	*Main factors for variance*
	(d) Reconfiguration of the Force helicopter fleet through the deployment of two less costly Bell 212 helicopters, instead of the two Super Puma helicopters, due to the unavailability of the latter type of helicopters in the aviation market.
UNISFA	Increase of $81.3 million (46.3 per cent) resulting from the:
	(a) Application of a lower delayed deployment factor for the full authorized military strength;
	(b) Additional air operations requirements mainly related to border monitoring activities, which give rise to increased requirements for rental and operation of helicopters and fixed-wing aircraft as a result of the increase in the fleet;
	(c) Higher estimated requirements under facilities and infrastructure mainly owing to higher estimated costs for reimbursement for contingent-owned self-sustainment equipment;
	(d) Increase in mine detection and mine-clearing services.
UNMIK	Increase of $2.0 million (4.6 per cent) resulting from the:
	(a) Increase in national staff salary scale and increase in the average national staff grade level;
	(b) Higher requirement for international staff and the inclusion of provision for travel costs for rest and recuperation;
	(c) Increase in the number of repatriation and emplacement of UNVs.
	The increased requirements are partly offset by the closure of the Mission's office in Skopje.
UNMIL	Decrease of $23.3 million (4.4 per cent) resulting from the:
	(a) Lower guaranteed fleet and flying hours costs with respect to the rental and the operation of the Mission's aircraft fleet owing to the replacement of the B-757-200 long-range aircraft with a B-737 aircraft and the discontinuation of the services of a medium utility helicopter, combined with new contracts for rotary-wing aircrafts;
	(b) Provisions made in the 2011/12 financial period in connection with electoral support provided by the Mission not required in the 2012/13 period;
	(c) Discontinuation of the supplement of payment to troop-contributing countries;
	(d) Reduction in acquisition of replacement equipment.

Peacekeeping component	*Main factors for variance*
UNMISS	Increase of $117.6 million (16.3 per cent) owing to the fact that the 2011/12 budget was based on the use of the standardized funding model, the 2012/13 proposed budget is based on detailed cost estimates for the military, civilian and operational needs of the Mission.
UNMIT	Decrease of $35.9 million (18.3 per cent) resulting from the: (a) Lower provision for death and disability compensation, based on historical cost, which is substantially lower than the standard rate; (b) Net reduction in staffing by 57, as well as the increase in the vacancy factor applied to the cost estimates; (c) Reduction of air assets to 2 helicopters.
UNOCI	Decrease of $59.8 million (9.3 per cent) resulting from the: (a) Reduction in major acquisitions for 2012/13, coupled with the closing of three sites; (b) Reduced requirements for air operation owing to the replacement of two fixed-wing aircrafts with smaller air frames and the reduction of two rotary-wing aircrafts, as well as reduction in overall flying hours; (c) Abolition of 155 electoral-related UNV positions, as well as 62 positions. The decreased requirements are partly offset by costs related to the disarmament, demobilization and reintegration of a high number of ex-combatants in 2012/13 as compared to 2011/12, and requirements for mine detection and clearance.
UNSOA	Increase of $146.7 million (50.4 per cent) resulting from the: (a) Completion of ongoing multi-year construction projects; the decrease in equipment acquisitions, alteration and renovation services and fuel consumption; (b) Reduction in the provision for other freight and related costs, as suppliers will be expected to deliver goods directly to Mogadishu as a result of the improved security situation in-theatre and the establishment of a forward logistics base; (c) Reduction in vehicle acquisition and a decrease in requirements for petrol, oil and lubricants, the rental of vehicles and repairs and maintenance.
United Nations Logistics Base at Brindisi	Increase of $1.9 million (2.8 per cent) resulting from the ongoing implementation of the global field support strategy and the transfer of functions from the Department of Field Support at Headquarters to the Global Service Center, with 28 additional international posts and temporary positions and 35 additional national General Service posts and temporary positions, including the conversion of 13 general temporary assistance positions into posts.

Peacekeeping component	*Main factors for variance*
Support account	Decrease of $24.3 million (7.1 per cent) resulting from the: (a) Reduction in requirements for enterprise resource planning; (b) Transfer of operations from the Department of Field Support at Headquarters to the Global Service Center in the context of the global field support strategy.

168. Table 15 provides information on the approved number of posts and temporary positions for the 2011/12 period and the proposed number of posts and temporary positions for the 2012/13 period.

Table 15
Proposed civilian staffing (including United Nations volunteers)

	Approved 2011/12				*Proposed 2012/13*				*Variance*	
Peacekeeping component[a]	*Posts*	*Temporary positions*	*UNV*	*Total*	*Posts*	*Temporary positions*	*UNV*	*Total*	*Number*	*Percentage*
MINURSO	272	2	20	294	274	2	16	292	(2)	(0.7)
MINUSTAH	1 762	438	277	2 477	1 762	138	225	2 125	(352)	(14.2)
MONUSCO	4 042	157	638	4 837	4 026	270	638	4 934	97	2.0
UNAMID	4 632	37	616	5 285	4 625	37	616	5 278	(8)	(0.1)
UNDOF	156	—	—	156	156	—	—	156	—	—
UNFICYP	152	—	—	152	150	—	—	150	(2)	(1.3)
UNIFIL	1 098	3	—	1 101	1 087	3	—	1 090	(11)	(1.0)
UNISFA	157	—	20	177	216	—	32	248	71	40.1
UNMIK	383	1	28	412	373	1	28	402	(10)	(2.4)
UNMIL	1 577	7	257	1 841	1 577	3	237	1 817	(24)	(1.3)
UNMISS	2 541	503	506	3 550	2 589	65	560	3 214	(336)	(9.5)
UNMIT	1 432	17	279	1 728	1 279	31	270	1 580	(148)	(8.6)
UNOCI	1 252	69	353	1 674	1 253	20	189	1 462	(212)	(12.7)
UNSOA	293	2	—	295	375	—	—	375	80	27.1
United Nations Logistics Base at Brindisi	388	13	—	401	434	16	—	450	49	12.2
Support account	1 294	162	1	1 457	1 258	150	1	1 409	(48)	(3.3)
Total	**21 431**	**1 411**	**2 995**	**25 837**	**21 434**	**736**	**2 812**	**24 982**	**(855)**	**(3.3)**

[a] For UNSOA, reflects preliminary 2012/13 estimates pending finalization of the proposed 2012/13 budget.

169. Table 16 highlights the main factors for variances in civilian staffing requirements for 2012/13 compared to 2011/12.

Table 16
Main factors for variances in civilian staffing requirements

Peacekeeping component	*Number of posts (variance)*	*Number of temporary positions (variance)*	*Number of UNVs (variance)*	*Main factors for variance*
MINURSO	(2)	—	(4)	Restructuring of material and asset management functions
MINUSTAH	—	(300)	(52)	Alignment of the Mission's operational and administrative support capacities with the partial drawdown of its surge in military and police capabilities
MONUSCO	(16)	113	—	Reduction owing to the closure of the Pretoria Liaison Office and increase owing to additional community liaison assistants for the protection of civilians
UNAMID	(7)	—	—	Synergies between the Operation and the Regional Service Centre in Entebbe
UNFICYP	(2)	—	—	Review of the organizational structure resulting in the termination of the General Services Section
UNIFIL	(11)	—	—	Restructuring of the language support services, decrease in workload in support functions as the Force moves towards the maintenance phase
UNISFA	60	—	12	Support of the implementation of the Joint Border Verification and Monitoring Mechanism and strengthening of the Mission after its initial establishment
UNMIK	(10)	—	—	Closure of the United Nations Office in Skopje, outsourcing of vehicle maintenance services and decreased need for administrative support
UNMIL	—	(4)	(20)	Electoral support provided by the Mission in the 2011/12 financial period will not be required in the 2012/13 financial period
UNMISS	48	(438)	54	Increase in posts owing mainly to the expansion of 9 new county support bases, and decrease in temporary positions owing to the contracting of the guard force
UNMIT	(153)	14	(9)	Transfer of responsibilities to national institutions and successful conclusion of the parliamentary electoral cycle
UNOCI	(1)	(49)	(164)	The Electoral Assistance Division and other electoral support posts will not be required in 2012/13
UNSOA	82	(2)	—	Reductions owing to positions in support of the surge in recruitment of civilian personnel no longer required and increase owing to support required for higher volumes and increasingly complex contracts
United Nations Logistics Base at Brindisi	46	3	—	Ongoing implementation of the global field support strategy and transfer of functions from the Department of Field Support at Headquarters to the Global Service Center, with 28 additional international posts and temporary positions and 35 additional national General Service posts and

Peacekeeping component	*Number of posts (variance)*	*Number of temporary positions (variance)*	*Number of UNVs (variance)*	*Main factors for variance*
				temporary positions, including the conversion of 13 general temporary assistance positions to posts and the abolishment of 1 international post
Support account	(36)	(12)	—	Transfer of operations from the Department of Field Support at Headquarters to the Global Service Center in the context of the global field support
Total	**3**	**(675)**	**(183)**	

V. Status of the Peacekeeping Reserve Fund as at 30 June 2011

170. The Peacekeeping Reserve Fund was established by the General Assembly in its resolution 47/217 to serve as a cash-flow mechanism to ensure the rapid deployment of peacekeeping operations. In accordance with that resolution, the initial level of the Fund was set at $150 million. The Assembly, in its resolution 49/233 A of 23 December 1994, decided to limit the utilization of the Fund to the start-up phase of new peacekeeping operations, to the expansion of existing ones, or to unforeseen and extraordinary expenditures related to peacekeeping.

171. As reflected in the financial statements for the 12-month period from 1 July 2010 to 30 June 2011, the level of the Fund as at 30 June 2011 was $155.9 million, comprising the reserve of $150 million and an accumulated surplus of $5.9 million. During the period ended 30 June 2011, no short-term loans were made to active peacekeeping missions. As at 30 June 2011, there was one outstanding loan in the amount of $12.8 million to MINURCA, which was made in 1998 and 1999 and remains unpaid. The balance of the Peacekeeping Reserve Fund in excess of the authorized level is available to meet the financing of the support account for peacekeeping operations, and $3.4 million was approved by the General Assembly in its resolution 65/290 for the period from 1 July 2011 to 30 June 2012. The remaining surplus balance of $2.5 million, subject to approval by the Assembly, will be provided in the context of the support account budget report for the period from 1 July 2012 to 30 June 2013.

172. The General Assembly, in resolution 64/269, section VI, paragraph 8, decided that, if a decision of the Security Council relating to the start-up phase or expansion phase of peacekeeping operations resulted in the need for expenditure, the Secretary-General was authorized, with the prior concurrence of the Advisory Committee on Administrative and Budgetary Questions, to enter into commitments up to US$ 100 million from the available balance of the Peacekeeping Reserve Fund, and that the cumulative total of outstanding commitment authority in respect of the start-up or expansion phase of peacekeeping operations should not exceed the total level of the Peacekeeping Reserve Fund at any one time. The Advisory Committee on Administrative and Budgetary Questions, in response to the requests of the Controller, authorized the Secretary-General on 28 April 2011 to enter into commitments for UNOCI in the amount of $85.2 million to meet the Operation's critical additional requirements stemming from Security Council resolutions 1933 (2010), 1942 (2010), 1951 (2010), 1967 (2011) and 1968 (2011) and to enter into

commitments for UNSOA in the amount of $35.9 million to meet the additional requirements of the Office for the period from 1 July 2010 to 30 June 2011.

VI. Management of contingent-owned equipment and liabilities to troop-contributing and formed police-contributing countries

A. Management of contingent-owned equipment

173. The contingent-owned equipment manual has been amended to reflect the provisions approved by the General Assembly in its resolution 65/292. The Secretariat and field missions continue to coordinate activities to ensure that the provisions are implemented. The advance copy of the English version of the manual has been made available to Member States, while the hard copies in the other five official languages of the United Nations will be available in early February 2012. In preparation for the analysis by the 2014 Working Group on contingent-owned equipment of contingent-owned equipment rates, national cost data-collection documents were sent to Member States in December 2011. The base year for the collection is 2012. To facilitate the collection of national cost data and to encourage participation, the Secretariat plans to hold briefings to assist Member States with the process and to provide updates.

B. Liabilities relating to troop-contributing and formed police-contributing countries

174. The status of amounts owed and reimbursements due to troop-contributing and formed police-contributing countries for the calendar years 2010 and 2011 are set forth in table 17.

Table 17

Status of liabilities relating to troop-contributing and police-contributing countries for troops, formed police units, contingent-owned equipment and self-sustainment

A. Summary of liabilities for troops, formed police units, contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2010[a]	*2011*
Owed as at 1 January	786 776	539 517
Estimated amounts owed	1 990 521	2 014 133
Less: payments made during the year	2 237 780	2 024 384
Balance as at 31 December	**539 517**	**529 266**

B. Liabilities for troops and formed police units

(Thousands of United States dollars)

	2010[a]	*2011*
Owed as at 1 January	266 968	176 725
Estimated amounts owed	1 222 086	1 258 718
Less: payments made during the year	1 312 329	1 262 861
Balance as at 31 December	**176 725**	**172 582**

C. Liabilities for contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2010[a]	*2011*
Owed as at 1 January	519 808	362 792
Estimated amounts owed	768 435	755 415
Less: payments made during the year	925 451	761 523
Balance as at 31 December	**362 792**	**356 684**

[a] Supersedes information provided in document A/65/715.

175. Payments for troop and formed police unit costs and for contingent-owned equipment and self-sustainment claims are made after taking into account a three-month cash-operating reserve for each mission. In 2011, a total of four scheduled quarterly payments were made for all active missions with sufficient cash resources, inclusive of the first two quarterly payments of the supplemental payment to troop-contributing countries as decided by the General Assembly in its resolution 65/289.

176. As at 31 December 2011, payments for troop and formed police unit costs were current up to October/November 2011 for MINUSTAH, MONUSCO, UNAMID, UNIFIL and UNOCI. Payments for troop and formed police unit costs were current up to August/September 2011 for UNDOF, UNMIS, UNMISS, UNISFA, UNMIL and UNMIT and up to April/May 2011 for MINURSO and UNFICYP.

177. Further to General Assembly resolution 63/285, the Secretariat commenced the first baseline troop costs survey in August 2010, which was sent to 84 Member States that had contributed troops in the three previous years. The Secretariat initiated the second annual survey on 3 August 2011, sending the survey to 73 Member States that had contributed troops in the three previous years. The Secretariat conducted a briefing for focal points in permanent missions on 9 August 2011, which was attended by approximately 30 representatives from permanent missions, and the Secretariat remains available to assist Member States with any technical questions regarding the survey.

VII. Death and disability compensation

178. As requested by the General Assembly in its resolution 64/269, section II, paragraphs 4 and 5, the Secretariat endeavours to settle all death and disability cases within the prescribed three-month period. The Secretariat continues to take all necessary measures to expedite the process, which includes, inter alia, sending reminders to permanent missions every 60 to 90 days to submit additional relevant information required to finalize processing of their claims; notifying permanent missions when their nationals die or sustain serious injuries in peacekeeping missions, and reminding them to submit claims; providing guidance to Permanent Missions on death and disability compensation entitlements, and on procedures for submitting claims; following up with peacekeeping missions to obtain confirmation of notification of casualty; and regular follow-up with the Medical Services Division of the Department of Management following the submission of death and disability claims for their review.

179. By its resolution 65/289, the General Assembly requested the Secretary-General to take measures to eliminate the existing backlog of death and disability claims pending for more than three months. As directed by the General Assembly, the Secretariat endeavours to settle all death and disability cases within the prescribed three-month period, except for cases where a longer period of time is required for the determination of the degree of permanent disability.

180. Through November 2011, 303 death or disability claims amounting to $7.85 million had been processed and paid, with an additional 52 claims pending, out of which 22 claims had been outstanding for more than 90 days. Of those 22 cases, 1 case was pending the conclusion of a mission-level board of inquiry; 4 cases were pending the receipt of documents that had been requested from the field missions where the claimants had served; 8 cases were pending the receipt of information about the claimant's condition which had been requested from the troop- or police-contributing country; 8 cases were still under review by the Medical Services Division of the Department of Management; and 1 case was under review by the Field Budget and Finance Division of the Department of Field Support.

181. Some disability claims may remain pending until a final medical report detailing the degree of permanent disability is received from the troop- and police-contributing countries. The determination of a permanent loss of function can be a lengthy process owing to the long period of time that may occur between the moment the incident happens and the completion of all treatments and the potential recuperation of functions. To reduce the existing backlog and expedite the processing of cases, the Secretariat has engaged in a consultative process with Member States and has been regularly corresponding with the permanent missions of the troop- and police-contributing countries to request relevant information and documentation, as well as regular updates, on pending cases.

Table 18
Status of claims for death and disability compensation for 2011

A. Summary of death and disability compensation

(Thousands of United States dollars)

	Claims paid		*Claims rejected*		*Claims closed*[a]		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURSO	—	—	1	—	—	—	—	—
MINUSTAH	18	471.7	—	—	—	—	2	76.1
MONUC	2	120.0	—	—	—	—	—	—
MONUSCO	13	501.0	5	266.0	—	—	11	501.0
ONUB	1	7.0	—	—	—	10.0	—	—
UNAMA	1	70.0	—	—	—	—	—	—
UNAMID	21	769.1	8	480.0	—	—	22	280.4
UNIFIL	4	240.0	3	92.5	3	170.0	5	85.0
UNISFA	—	—	—	—	—	—	10	140.0
UNMEE	—	—	—	—	1	1.0	1	50.0
UNMIL	21	648.2	12	391.2	6	66.0	5	161.0
UNMIS	10	301.4	5	105.5	6	6.0	3	17.5
UNMISS	—	—	—	—	—	—	2	95.2
UNMIT	1	50.0	1	50.0	—	—	—	—
UNOCI	9	367.8	4	241.2	—	—	3	112.9
UNOSOM	1	7.0	—	—	—	—	2	70.0
UNTSO	—	—	—	—	—	—	1	3.5
Total	**102**	**3 553.2**	**39**	**1 626.4**	**16**	**253.0**	**67**	**1 592.6**

B. Death compensation

(Thousands of United States dollars)

	Claims paid		*Claims rejected*		*Claims closed*[a]		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINUSTAH	7	422.6	—	—	—	—	1	74.4
MONUC	1	50.0	—	—	—	—	—	—
MONUSCO	7	473.0	3	210.0	—	—	3	210.0
UNAMA	1	70.0	—	—	—	—	—	—
UNAMID	9	570.0	8	480.0	—	—	2	140.0
UNIFIL	4	240.0	1	70.0	3	170.0	—	—
UNISFA	—	—	—	—	—	—	2	140.0
UNMEE	—	—	—	—	—	—	1	50.0
UNMIL	9	571.8	7	391.2	—	—	2	140.0
UNMIS	4	260.9	3	105.0	—	—	—	—
UNMISS	—	—	—	—	—	—	1	70.0

Peacekeeping mission	Claims paid		Claims rejected		Claims closed[a]		Claims pending	
	Number	Amount	Number	Amount	Number	Amount	Number	Amount
UNMIT	1	50.0	1	50.0	—	—	—	—
UNOCI	4	295.0	4	241.2	—	—	1	70.9
Total	**47**	**3 003.3**	**27**	**1 547.4**	**3**	**170.0**	**13**	**895.3**

C. Disability compensation

(Thousands of United States dollars)

Peacekeeping mission	Claims paid		Claims rejected		Claims closed[a]		Claims pending	
	Number	Amount	Number	Amount	Number	Amount	Number	Amount
MINURSO	—	—	1	—	—	—	—	—
MINUSTAH	11	49.1	—	—	—	—	1	1.7
MONUC	1	70.0	—	—	—	—	—	—
MONUSCO	6	28.0	2	56.0	—	—	8	291.0
ONUB	1	7.0	—	—	—	10.0	—	—
UNAMID	12	199.1	—	—	—	—	20	140.4
UNIFIL	—	—	2	22.5	—	—	5	85.0
UNISFA	—	—	—	—	—	—	8	—
UNMEE	—	—	—	—	1	1.0	—	—
UNMIL	12	76.4	5	—	6	66.0	3	21.0
UNMIS	6	40.5	2	0.5	6	6.0	3	17.5
UNMISS	—	—	—	—	—	—	1	25.2
UNOCI	5	72.8	—	—	—	—	2	42.0
UNOSOM	1	7.0	—	—	—	—	2	70.0
UNTSO	—	—	—	—	—	—	1	3.5
Total	**55**	**549.9**	**12**	**79.0**	**13**	**83.0**	**54**	**697.3**

[a] Closed claims consist of claims awaiting additional documentation (usually medical information) from governments for which several reminders were sent to the permanent missions. These claims are not rejected and can be reopened at any time upon submission of additional documentation by Member States.

VIII. Action to be taken by the General Assembly

182. The General Assembly is requested to take note of the present report.

Annex

Decisions and requests made by the General Assembly in its resolution 65/289 on cross-cutting issues

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode, if applicable, for sixty-sixth session*
Section I	**Budget presentation and financial management**	
Paragraph 11	Notes that the compacts with senior managers are meant to improve the management of the Organization, inter alia, by increasing accountability and transparency at the senior level, and in this regard urges the Secretary-General to implement measures that adequately address the performance of senior managers, especially with regard to achieving goals and targets	Paras. 122-132
Paragraph 17	Requests the Secretary-General to intensify his efforts to achieve economies of scale within and between field missions without undermining their operational requirements and the implementation of their respective mandates and to report thereon in the context of the overview report on the financing of the United Nations peacekeeping operations	Paras. 76-85, 105, 111, 165
Paragraph 19	Recalls paragraph 59 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/65/743) and requests the Secretary-General to provide information in that regard in the context of the next overview report on the financing of the peacekeeping operations for its consideration	Paras. 95, 96
Section II	**Personnel issues**	
Paragraph 22	Requests the Secretary-General to provide, in the context of the next report on the overview of the financing of the United Nations peacekeeping operations, updates on the implementation in United Nations field missions of human resources management reforms, particularly those contained within its resolution 65/247 of 24 December 2010	Paras. 62-64
Paragraph 28	Recognizes the need of the Organization for a mechanism to address rapidly changing situations in the field, and, in that regard, requests comprehensive information regarding the use of the temporary duty assignment mechanism and its implications on the regular recruitment process	Paras. 70, 71
Paragraph 29	Notes the use by the Secretary-General of temporary vacancy announcements to address the issue of lengthy recruitment processes, stresses the need to expedite the filling of vacancies through the regular recruitment process, and requests the Secretary-General to provide information on the impact of using temporary vacancy announcements on the regular recruitment process in the field and at Headquarters in the context of his next overview report on the financing of the United Nations peacekeeping operations	Paras. 70, 71

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode, if applicable, for sixty-sixth session*
Paragraph 34	Recalls paragraph 4 of section II of its resolution 64/269, and requests the Secretary-General to take urgent measures to eliminate the existing backlog of death and disability claims pending for more than three months and to report on the progress made to the General Assembly at the second part of its resumed sixty-sixth session	Section VII and table 18
Paragraph 35	Recalls paragraph 55 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/65/743), requests the Secretary-General to ensure a high level of service to troop- and police-contributing countries and cost effectiveness, without affecting their operational requirements, underscores the need for close coordination with troop- and police-contributing countries, and requests the Secretary-General to include further information in his next overview report on the financing of the United Nations peacekeeping operations	Paras. 89-92
Section III	**Operational requirements**	
Paragraph 43	Requests the Secretary-General to submit a comprehensive assessment of the efficiencies and effectiveness, including savings achieved and impacts, of turnkey arrangements in his next overview report on the financing of the United Nations peacekeeping operations	Paras. 112-115
Section IV	**Air operations**	
Paragraph 52	Takes note of the United Nations Common Aviation Standards and requests the Secretary-General to continue to ensure compliance with the International Civil Aviation Organization Standards and Recommended Practices, with the objective of meeting the operational requirements of mandate delivery in the field, and also requests the Secretary-General to report, in the context of the next overview report on the financing of the United Nations peacekeeping operations, on the differences between the International Civil Aviation Organization Standards and Recommended Practices and the United Nations Common Aviation Standards	Paras. 99-111
Paragraph 54	Requests the Secretary-General to provide an update on the status of the memorandum of understanding with the World Food Programme and its financial implications, as well as detailed analysis of the governance of United Nations air operations and overall resource levels, including information on the effective and efficient provision of backstopping functions and information and communications technology support, in the context of his next overview report on the financing of the United Nations peacekeeping operations	Paras. 99-111

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode, if applicable, for sixty-sixth session*
Section VI	**Other issues**	
Paragraph 69	Notes with concern the difficulties experienced by Member States in providing the data requested through the survey questionnaire under the provisions of General Assembly resolution 63/285, and in that regard requests the Secretary-General to intensify the efforts of the Secretariat, in particular the Department of Field Support and the Department of Management, to work closely with troop-contributing countries with a view to facilitating data collection and assisting in the completion of the questionnaire, in order to maintain the process within the envisaged time frame	Para. 177
Paragraph 77	Recalls section I, paragraph 14, of resolution 64/269, in which it requested the Secretary-General to report on measures to address the impact of exchange rate fluctuations in the presentation of peacekeeping budgets and the management of peacekeeping accounts	Paras. 149-162
Paragraph 78	Notes that the strategy for early peacebuilding is still being developed by the Secretariat, and, in this regard, requests the Secretary-General to closely consult, throughout the process of preparation of the strategy, with Member States, the Peacebuilding Commission, United Nations agencies, funds and programmes and all relevant Secretariat entities, and underlines that specific peacebuilding tasks undertaken by peacekeeping missions should be based on priorities of the country concerned and on the specific context	Para. 31